

ANNUAL REPORT

1995 - 1996



City of
CAMBRIDGE, MASSACHUSETTS

FRONT COVER PHOTO

The new Cambridge Citywide Senior Center located at 806 Massachusetts Avenue.

Printed on recycled material

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CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager



To the Honorable, the City Council, and the
residents and taxpayers of Cambridge:

On behalf of the City of Cambridge, its employees and the distinguished members of the City Council, I am pleased to present to you the City of Cambridge's Annual Report for the Fiscal Year beginning July 1, 1995, and ending June 30, 1996. I believe you will find this Annual Report both interesting and informative as it recapitulates the accomplishments and achievements of the City for Fiscal Year 1996.

Fiscal Year 1996 saw modest but sustained growth which began in the early 1990's. As a result, Cambridge was able to provide the level of services that residents have come to expect while maintaining the modest growth of the Operating Budget. The FY96 Operating Budget increased 4.79% which translates into a .8% increase in taxes, the lowest since FY83. The City's Comprehensive Annual Financial Report, which is available through the Budget Office, provides a wide range of information related to the City's financial activities.

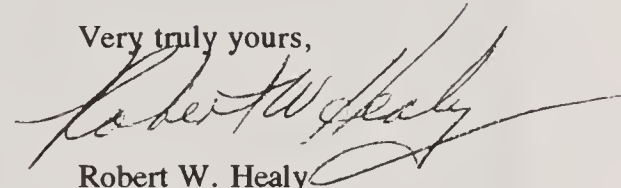
Throughout this annual report the reader will find detailed narratives discussing a wide array of programs and services provided to our residents. The following paragraphs highlights some of the particularly noteworthy achievements of FY96:

- The new Citywide Senior Center opened during FY96. The Center provides a variety of services such as computer classes, meals which are cooked on-site at the full-service kitchen, the Senior Food Pantry which provided 2,349 distributions of food in FY96, intake, information and referral to a wide array of social services, SHINE (Serving Health Information Needs of Elders) medical benefits counseling and substance abuse counseling for seniors.
- The City continues to expand its commitment to affordable housing. With the demise of rent control, the City faces significant challenges in preserving its affordable housing stock. FY96 was the first year of the CITYHOME initiative. This initiative, supported with an initial \$2 million allocation of City funds, encompasses three major program areas: Affordable Rental Housing including the multifamily acquisition program, the affordable housing rehab loan program and the preservation of expiring use restriction housing program; Homeownership Services including the Cambridge Condo Buyer's Initiative, first-time buyer education and financing programs and a City-sponsored development of homeownership units; and Housing Access Services including a information and referral system and targeted outreach to the remaining rent control tenants and other lower income residents.
- Building on the FY95 reorganization, the Cambridge Hospital Community Health Network (CHCHN) continued towards its goal of providing affordable health care well into the next century. In order to legally complete the merger of the CHCHN and the Somerville Hospital, enabling the Network to pursue its mission and giving more flexibility in hiring, purchasing, contracting and future affiliations with other healthcare partners, the Cambridge Public Health Commission was created. The Commission was created through legislation approved unanimously by the Cambridge City Council and by the Massachusetts House and Senate and signed into law by Governor William Weld. The Commission's board will consist of 19 representatives from both Cambridge and Somerville, appointed by the City Manager.
- Public Safety remained a high priority for the City in FY96. Police Department, using federal grant funds with a local match, was able to hire six additional patrol officers, bringing the Police Department's uniform contingent to 272 officers.

- The City continued to update technology with the establishment of a citywide comprehensive geographic information system. This was accomplished with the appropriation of \$1,500,000 in capital funds portions of which will also be used for the initial development of the City's electronic network infrastructure, which will greatly benefit both the City and School.

I would like to take this opportunity to thank the Cambridge employees and the distinguished members of the City Council for their dedication and commitment to delivering a high level of service to Cambridge residents in a fiscally sound manner.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Robert W. Healy", written in dark ink.

Robert W. Healy
City Manager



**City Council
1996 - 1997**

Front row, left to right, Councillors Henrietta Davis, Francis H. Duehay, Mayor Sheila T. Russell, Vice Mayor Kathleen L. Born, Anthony D. Galluccio. Back row, left to right, Councillors Timothy J. Toomey, Michael A. Sullivan, Katherine Triantafillou, Kenneth E. Reeves.



**City Council
1995 - 1996**

Front row, left to right, Councillor Anthony D. Galluccio, Mayor Kenneth E. Reeves, Vice Mayor Sheila T. Russell. Back row, left to right, Councillors Timothy J. Toomey, Kathleen L. Born, Katherine Triantafillou, Francis H. Duehay, Jonathan S. Myers, Michael A. Sullivan.



**School Committee
1996 - 1997**

Front row, Committee members: Susana M. Segat, Mayor Sheila D. Russell, Chair; Alice L. Turkel, Denise Simmons, Vice Chair. Back row, Committee members: Alfred B. Fantini, Joseph G. Grassi, David P. Maher.

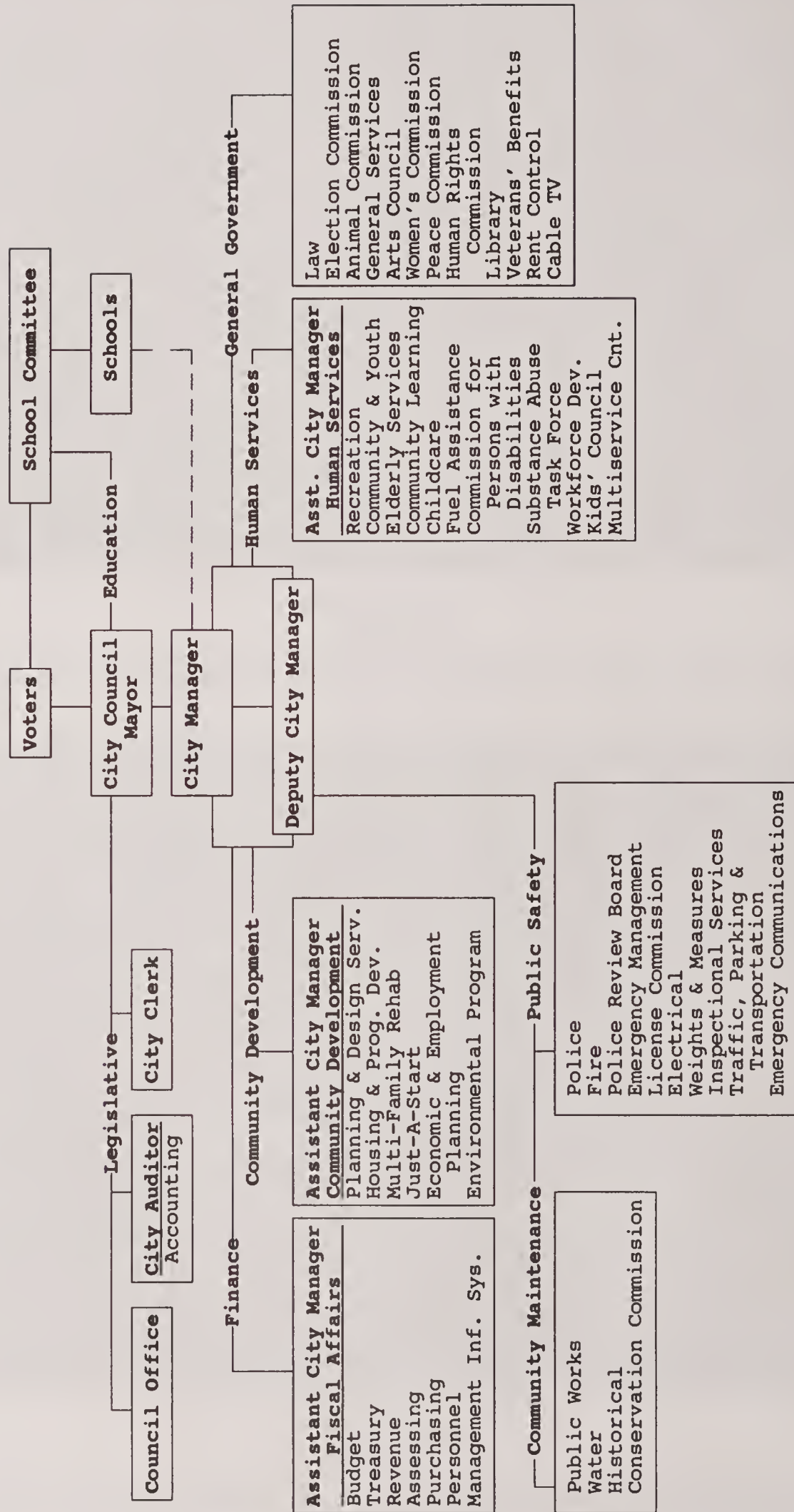


**School Committee
1995 - 1996**

Left to right, Committee members: Henrietta Davis; David P. Maher, Vice Chair; Alfred B. Fantini; Mayor Kenneth E. Reeves, Chair; Robin Harris; Joseph Grassi; Denise Simmons.

ORGANIZATIONAL CHART

City of Cambridge, Massachusetts



A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston, and occupies a land area of 6.26 square miles. The City is bordered by the Towns of Watertown and Belmont on the west and by the Town of Arlington and the City of Somerville on the north. According to the US Bureau of the Census, the City's population in calendar year 1990 was 95,802, down from a 1950 peak of 120,740.

Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a town in 1636 and became a city in 1846. Since 1940, the City has had a council-manager form of government with nine City Councilors elected at-large every two years.

Cambridge is widely known as a University City. Harvard, America's oldest University, was established here in 1636, six years after the City itself was founded. It is also home to Radcliffe College, Lesley College, Cambridge College and the Massachusetts Institute of Technology. Over one-fourth of its residents are students, and over one in seven of all jobs are in these institutions. Yet Cambridge is more than a college town. It features blue collar workers and professionals, political activists, street musicians, and immigrants from around the world.

- Cambridge residents live closely together; only six US cities with a population over 75,000 are denser (Source: 1990 US Bureau of Census).
- Cambridge is a city of 13 neighborhoods, ranging in population from 582 (Cambridge Highlands) to 13,006 (Mid Cambridge) (Source: 1990 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates.
- Cambridge is diverse ethnically. Seventy-five percent of all residents are white; 14% are black; 8% are Asian; and 3% are other races, including American Indian. Seven percent (7%) of all residents are of Hispanic background (Source: 1990 US Bureau of Census).
- Median 1989 family income was \$39,990, compared to \$17,845 in 1979. In 1989 dollars, this is an increase of 25%. Median household incomes rose from \$14,211 to \$33,211, a growth of 30% when corrected for inflation. Seven percent (7%) of all families have incomes below the poverty line (Source: 1990 US Bureau of Census).
- The local housing stock contains 41,979 units. Average household size in 1990: 2.08 persons/household (Source: 1990 US Bureau of Census).
- Cambridge is a city of renters. Seventy percent of all households are rented; 30% are owned. Nearly 13% of all homes are single family; 36% contain 2-4 dwelling units; 13% have 5-9 units. The 38% remaining are in buildings of 10 or more units. Twelve percent (12%) of all units are publicly owned or subsidized (Source: 1990 US Bureau of Census; Goetze, Cambridge Housing Challenges).
- The costs of home ownership have demonstrated volatility over the past decade and now exceed their 1980's peak. The median price for a one-to-three family home in 1986 was \$210,000 and reached \$260,000 in 1996. The median price for condominiums in 1986 stood at \$135,000 and by 1996 had risen to \$152,000.
- Nearly two thirds of all local jobs are in services (64%). Service employment is dominated by education, health services and business services, including research and computer/software services. Fifteen percent (15%) of all jobs are in the retail and wholesale trade; 7% are in manufacturing. Other major employers include: government, finance, insurance and real estate, and transportation. The largest employers in Cambridge include Harvard University, MIT, Polaroid, Mt. Auburn Hospital and IBM/Lotus Development (Source: 1994 MA. Dept. of Employment & Training; 1996 City of Cambridge).
- Many Cambridge residents work in professional and managerial occupations (47%); another 31% work in technical, sales and clerical positions; 11% work in service occupations; and 11% work in blue collar trades such as precision production, craft, repair and machine operations (Source: 1990 US Bureau of Census).
- Though famous for education, Cambridge is also an industrial city. The first ladder factory in America was built here. Other factory "firsts": piano keys, reversible collars, waterproof hats and mechanical egg beaters.
- Cambridge remains an innovator of new industries. Important high technology industries, many of them aided by MIT, include computer software, artificial intelligence, optical instruments, advanced materials and biotechnology.
- The fastest growing sector of the economy is now services, including computer software, management consulting and the life sciences, including biotechnology firms, medical laboratories and medical instrument makers.

Office of the Mayor

The Mayor serves as Chairperson of the City Council and School Committee. In these roles, the Mayor appoints standing sub-committees of the City Council and School Committee to work on all aspects of city government such as fiscal and social policy, and education and environmental affairs. As the chief policy-making official of the city, the Mayor exerts considerable influence over the course of civic and social issues in Cambridge. Because of this role, the Mayor is also the city's principle ceremonial emissary to various government, business and educational functions where the City of Cambridge must be represented.

The Mayor does not manage the city. Under the Plan E form of government mandated in the Cambridge City Charter, the City Manager is designated the principle fiscal and operational manager of Cambridge. The City Manager takes policy direction from the City Council and is required to seek the approval of the Council on proposals to implement such policies. Under the leadership of the Mayor, the City Council has direct authority over fiscal appropriations, acquisition and use of city real estate, and the power to draft and enact regulations and other matters that have direct impact on the residents of Cambridge.

Responsible Government

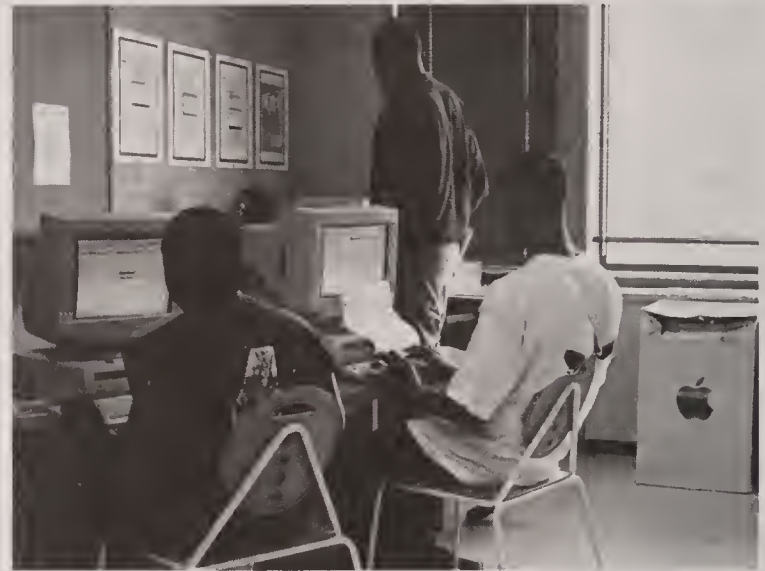
As Mayor of the City of Cambridge, a principle policy goal of my administration is to preserve and strengthen the City Manager form of government in Cambridge. 1996 marks the 150th anniversary of Cambridge's incorporation as a city. For more than one-third of our history as a city, Cambridge has operated under the City Manager form of government. The deliberate separation of policy and political functions from day-to-day management is the principal why Cambridge is able to sustain an extensive array of programs and services while maintaining its fiscal integrity through economic recessions that have severely destabilized other Massachusetts municipalities.

My first task as Mayor was to reduce the budget of this office by more than 40% through reorganization and reallocation of programs. This reduction has resulted in the lowest Mayor's budget this decade. Although direct cost savings have yet to be realized, these efforts have increased the efficient delivery of services by better utilizing the service and expertise of existing city departments.

Every eligible Cambridge youth seeking employment through the MSYEP was placed. Over 500 jobs were provided to youth from all areas of Cambridge. Approximately $\frac{2}{3}$ of the program participants were minority. Participants contributed services to a wide variety of city departments and non-profit agencies in Cambridge, including childcare programs, office assistance and creative summer camps. Work experience was combined with weekly workshops on skill development and the importance of education in career development.

The professional administration provided by Office of Workforce Development (OWD) greatly increased respect for the MSYEP within the service community and the community at large. The program is positioned to improve in the coming years. Efforts to better coordinate

the MSYEP with school year based vocation programs to improve continuity of services to Cambridge youth are likely goals.



Mayor's Summer Youth Employment Program (MSYEP) workers at the Area IV Youth Center producing the youth center newsletter.

Education

At the start of my administration, the Cambridge School Department was facing its most difficult budget process in years. Significant cuts were proposed to meet an expected funding deficit of 2.9 million dollars. Parents, teachers and students were understandably concerned.

As leader of the School Committee, I convened several working groups of School Committee members, school system administrators and parents to strategize consensus on how to meet our funding goals while limiting the impact of cuts on students. Although a tense and difficult process, we were able to reach a solution that provided additional funding to the school department and established an administrative reorganization plan for Cambridge Rindge and Latin High School that will improve cost effectiveness without impacting the education of our children.

In order to facilitate greater understanding of School Committee operations, I drafted and proposed a series of amendments to the School Committee rules of operation. The proposal seeks to streamline the school committee's agenda, provide better public notice of school committee business, and provide an opportunity for the public to address the school committee regarding the business of each meeting. I am continuing to work with the school committee to adopt these rules changes for the start of the 1996 school year.

Resident Services

Cambridge City Government can be a formidable labyrinth to uninitiated residents. The Office of the Mayor should serve as a central intake and referral program for all Cambridge residents. I have always emphasized the importance of residents services as a City Councillor and have

employed the resources of the Mayor's Office to continue my practice of providing the people of Cambridge with access to their government.

In the first four months of my administration, my office responded to hundreds of requests for information, advocacy and assistance in matters of housing, traffic and parking, regulatory matters, public works issues and other business with various departments of the city. I have worked to establish constructive working relationships with city departments in order to facilitate the flow of information between residents and the City as well as between different city departments. By adopting a cooperative problem-solving approach to resident services, the Office of the Mayor function as an advocate for resident concerns and as a resource to city departments.

Ceremonial Functions/Public Events

As Mayor, it is my great honor to represent our city at official functions with institutions including Harvard University, The Massachusetts Institute of Technology and the wide variety of civic, business and government groups, both national and international, which interact with the City of Cambridge. Additionally, I have continued the tradition of organizing and sponsoring the annual senior citizen picnics at MIT and Harvard. Mayor's Office staff members were also assigned to provide support to events such as the first Stand for Children Rally in Cambridge, the annual Caribbean Festival and Central Square Worlds Fair. It has also been my pleasure to receive a variety of Cambridge sports teams, performance art groups, and volunteer organizations to the Mayor's office to recognize their accomplishments.



Mayor Russell greets Gertrude Coughlin, a resident of Neville Manor at the Harvard Yard Senior Picnic.

During my first four months I emphasized the use of the Mayor's ceremonial function to support and recognize outstanding services provided to Cambridge residents. A reception for Windsor House Adult Day Care Center was held to recognize the commitment and assistance such non-profit organizations provide to the residents of our city.

In addition, it was my great pleasure to receive, at the Office of the Mayor, delegations from County Galway, the Republic of Ireland and our sister city in Yerevan, Armenia. We discussed our hope of establishing a sister-city in the Republic of Ireland and erecting a memorial to the Irish heritage of Cambridge at the Cambridge Common. As part of the reception for the Yerevan delegation, it was an honor to negotiate and renew our sister-city agreement for an additional term of three years. I look forward to signing a new agreement with our sister-city in Bulawayo, Zimbabwe and receiving a delegation from our sister-city Tsukuba, Japan.

Positive Edge

Positive Edge is a youth outreach and advocacy program created in response to violence and abuse that impact the City.

Established in February of 1993, Positive Edge has directed its attention toward at-risk youth who have not been reached through conventional efforts. Positive Edge also bridges the gap between City departments, organizations, local community agencies and community ethnic groups. Positive Edge provides institutional links and assistance to city youth who have dropped out of school, or have been involved with the court, or have experienced difficulties that require guidance and support.

With Education, Direction, Guidance and Empowerment (the tenets of Positive Edge), Youth Advocates are trained to deal with youth on a one-to-one basis. The Youth Advocates build relationships, linking them with much needed services, and more importantly, evaluating needs in order to initiate new programs tailored to their unique situation.

FY96 ACCOMPLISHMENTS:

- Continued Collaboration with "Unity Providers" (CRLS Safety and CRLS Service Center, DHSP Youth Program, Police Department Juvenile Unit) which provides recreational activities and educational workshops for youth during school vacations at NiteStop.
- Continued to host a youth-run and operated hour-long segment on "Be Live" on CCTV, a television show that has an open format where youth can express their views and heighten awareness of youth issues.
- Due to the fact that established relationships between "at-risk youths" and youth advocates have been made crisis situations have been diffused through mediation.
- Established a weekend night shift, running from 10pm to 2am, including Sunday, with emphasis on Summer months.
- Expanded youth involvement in the initiatives to bring urban youth out of their environment and to broaden their horizons. (i.e. camping, canoeing, skiing, and bike trips at various locations).

City Clerk

The concept of the Plan E Council/Manager form of government provides the Office of the City Clerk a distinct and significant role in municipal government. The City Clerk's Office has many statutory responsibilities, including the issuance of all vital records. The Clerk's Office also provides, through the City Clerk and the Deputy City Clerk, for the staffing of some nineteen City Council Committees, in addition to attendance at and recordation of each meeting of the City Council. The Clerk's Office is also responsible for preparation of the City Council agenda and creation and maintenance of the Council's permanent record. The staff in the office also serves as "unofficial ombudsman" to provide general information regarding various municipal services to the public.

The City Clerk's Office continues to place strong importance on records retention and continues towards the categorizing and identifying of records now stored in various vaults in the basement.

During this year, the City Clerk's Office, in conjunction with the MIS Department, continued to make progress in automating those functions of the office in which automation can best be utilized. Before the use of automation in production of the permanent record of City Council actions, there was an eight-year backlog in its production. The calendar year 1994 record was produced in the next calendar year for the first time in at least 25 years. The calendar year 1995 record will go to the bindery in calendar year 1996. The permanent record for 1993 was bound and published during FY96. The backlog was reduced to four years.

The City Clerk's Office also made the Municipal Code available by computer. The new system allows for automated search. It will also allow automated indexing and automated search of the indices of the City Council records. Council indices for 1995 and half of 1996 are computerized, to enable the use of an automated index with word search capacity.

During FY96, the City Clerk's Office also increased its utilization of the city of Cambridge internet Homepage. The agenda of City Council meetings is now available on the Homepage the Friday prior to the Monday evening City Council meeting.

The most recently updated version of the Municipal Code was produced in-house. Amendments adopted by the City Council were incorporated into the text of the code by the City Clerk's Office and the supplements incorporating the amendments were printed by the City's print shop. The City Clerk's Office developed and implemented a subscription service to update existing code books.

LICENSES AND FEES

Wildland Stamps - residents	\$ 2 260.00
Wildland Stamps - non residents	45.00
Sporting Licenses	10,022.75
Marriages	13,740.00
Sporting Fees	242.45
Certified Copies	76,369.47
Archery Stamps	160.00
Waterfowl Stamps	147.25

Primitive Firearms Stamps	25.00
Duplicate Licenses	8.00
Sale of Zoning Ordinances	6,370.00
Sale of General Ordinances	400.00
TOTAL	\$109,789.92

RECORDING FEES

Domestic Partnerships	\$ 675.00
Mortgages	18,025.00
Business Certificates	10,815.00
Business Certificate Withdrawals	55.00
Business Certificate Amendments	5.00
Filing of Zoning Petitions	300.00
Constable Filing Fees	550.00
Physicians	10.00
TOTAL	\$30,435.00

VITAL STATISTICS

Cambridge residents - births in Cambridge	305
Non residents - births in Cambridge	1,500
Cambridge residents - births outside Cambridge	524
Intentions for marriages filed	932
Marriages recorded	878
Deaths recorded	1,332
Delayed return of births recorded	34
Affidavits of correction of births, deaths and marriages recorded	264
Instruments recorded	5,504

Law Department

The Law Department operates under the provisions of Chapter 2.26 of the Cambridge Municipal Code. The Code provides that the City Solicitor shall draft all legal instruments of whatever nature which may be required of the Solicitor and that the Solicitor shall prosecute and defend all suits, causes and actions in which the City is a party. The City Solicitor represents the City before administrative agencies on any matter in which the interest of the City may be affected and defends the officers and employees of the City for any act or omission in the discharge of their official duties. The Solicitor furnishes legal opinions on matters submitted to him by the City Manager, Mayor, City Council, School Committee or head of department.

A staff of seven attorneys under the direction of the City Solicitor and Deputy City Solicitor performed the duties outlined in the Code in FY96. Attorneys defended the City and provided advice in a variety of areas such as zoning issues, environmental issues, employment law, civil rights, civil service, contract actions, tax appeals, real estate, worker's compensation, education law, tort actions involving personal injury and property damage claims. Attorneys provided daily advice and many written opinions during the year. They also drafted ordinances and legislation, contracts and other legal documents. Attorneys

attended regular meetings of the City Council and Council Subcommittees, as well as City boards and commissions. The staff is supported by an office manager, administrative assistant and a clerical worker.

The department recorded a total of 319 claims during FY96, involving personal injury, property damage, contract and other matters. A total of 93 lawsuits were filed against the City during the year. There were also numerous tax appeals and bankruptcy filings. The department rendered 48 formal written opinions.

During FY96 the department assisted in the implementation of the State Rent Control Law (Chapter 282 of the Acts of 1994). Significant resources were committed this year to litigation involving the renewal of licenses for billboards (the Sign Ordinance), the Central Artery/Tunnel Project and regulation of truck traffic. Significant resources were also committed in the process involving the privatization of the Cambridge Hospital. The department also assisted the Water Department with a complex Request for Proposals and contracts for the proposed New Water Treatment Facility. Training and coordinating efforts with departments and boards relative to land use matters continued to be effective. Modification of the department's claims investigation process continued to be a focal point.

Finance Department

Administration

The Assistant City Manager for Fiscal Affairs serves as the City's Finance Director. During FY96, the City continued to maintain its strong financial position. Highlights of the fiscal year include:

- Reduced 3-7 year old excise tax receivables by almost \$100,000 with the Registry of Motor Vehicles/Parking Permit/Excise Tax Payment link.
- Received the Award for Annual Financial Reporting Achievement from the Government Finance Officers Association for the City's FY95 Comprehensive Annual Financial Report.
- Prepared for the divestiture of Cambridge Hospital and Neville Manor Nursing Home. As of July 1, 1996, these entities are parts of an independent authority.
- Collected \$2,930,738 in principal and \$1,981,314 in interest on property in tax title.
- Improved the City's performance-based budget to include more quantitative goals, performance measures and unit costs.
- Arranged financing for \$11,829,420 in City Council approved capital property.

Revenue Division

The Revenue Division is responsible for the billing

and collection of all water, sewer, real estate, personal property and motor vehicle excise receivables. In an average year, this division sends out 185,000 bills and notices. Additionally, all other City receipts are processed through the Revenue Division.

Revenue Division employees issue bills, process receipts, issue refunds and provide information from the accounts receivable system. This system provides immediate access via computer terminals or personal computers to account information, including 15,000 water/sewer accounts, 18,600 real estate accounts, 2,500 personal property accounts, and 60,000 motor vehicle excise tax accounts. Nightly updating of all receivable accounts ensures access to the most up-to-date information.

During FY96, the Revenue Division transferred approximately 337 delinquent FY95 accounts to Tax Title in order to secure the City's interest in the tax due, and moved to record 25 petitions for foreclosure at the Land Court.

Cash Management/Payroll Division

The Cash Management/Payroll Division is responsible for the disbursement, investment and reconciliation of the City's cash, administration of the banking services and lockbox contracts, and management of the City's payroll system. This Division is also responsible for paying all debt service obligations on a timely basis.

Because of the City's strong cash position, no revenue anticipation notes (RANs) were issued during FY96. RANs are issued when short-term borrowing is necessary in anticipation of tax revenues.

Interest earnings generated from the investment of City cash totalled \$3.9 million for FY96. The following is a breakdown of interest earnings in various funds.

Fund	Amount
General Fund	\$2,143,411
Parking Fund	523,093
Debt Stabilization Fund	313,328
Health Claims Trust Fund	623,076
Other Trust Funds	205,321
Other Funds	42,956
TOTAL	\$3,851,845

Employee Pension Liability

The City contracts with an actuarial firm every two years to conduct a comprehensive actuarial valuation of the City's Contributory Retirement System. The most recent valuation for January 1, 1996 is in draft form. It projects an unfunded pension benefit obligation of approximately \$108 million. This represents a \$17 million reduction from \$125 million January 1, 1993 unfunded pension benefit obligation.

Health Claims Trust Fund

Virtually all City employees are now covered by Health Maintenance Organizations (HMO's). In prior years, the City's health plans were financed on a self

insured claims cost plus administration basis. Because we had so much uninsured risk, in 1985 the City established a health claims trust fund as a reserve against unexpected or unanticipated large claims, or excessive claims. The fund acts as a contingency against a possible deficit in health insurance allotments in future years. The City has made periodic appropriations to this fund and has also drawn upon it in times when claims exceeded expectations.

As of June 30, 1996, the trust fund balance was \$9.7 million, down from \$10.2 million a year ago. This balance is comprised of City appropriations, interest earnings and employee contributions to insurance premiums. The City has completed replacement of its traditional indemnity coverage with HMO's to help reduce health care cost increases.

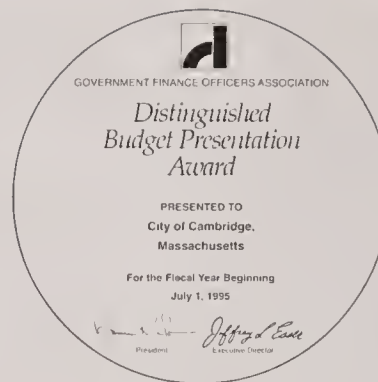
BUDGET

The Budget Department is served by a four-person staff and is charged with the responsibility of overseeing the City's entire budget process. As we prepared for the FY97 budget the emphasis shifted from budget narrative to quantitative measurements. This shift increased the readability and data quality of the budget documents by providing more relevant and analytical information.

The preparation of the budget is a year-round process, requiring several steps before the final budget requests are placed on the City Council agenda. This process includes the City Manager's guideline message to all City departments, review of all proposed departmental budgets and goals with the City Manager, submission of the City Manager's Budget to the City Council for adoption and the completion of the City's official annual operating and capital budgets on a timely basis. The Budget Office works closely with all City departments to insure that all budgetary and financial guidelines are being met in accordance with the adopted policies and procedures. On a monthly basis, the Budget Office reviews the status of revenues and expenditures and provides status report of expenditure balances and revenues received year-to-date by all City departments.

During this past year, the department successfully completed the FY96 Operating and Capital budgets of \$317,800,335; coordinated the preparation of the bond disclosure statement and other related materials for the planned 1996 bond sale; prepared and published the FY95 City's Annual Report; played a significant role in the preparation of the FY95 City's Comprehensive Annual Financial Report; provided assistance to the independent auditor in the preparation of audited financial statements; and coordinated the City's FY96 Financial Statements.

The Budget Office takes pride in accepting for the tenth consecutive year the Government Finance Officers Association Award (GFOA) for excellence in preparation of the annual operating and capital budgets for the fiscal year ending June 30, 1996.



The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Cambridge for its annual budget for the fiscal year beginning July 1, 1995.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operation guide, a financial plan and as a communication medium.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

Government Finance Officers Association presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY96 City Budget.

PERSONNEL

The Personnel Department is responsible for coordinating City employment practices and employee development activities for civil service and non civil service employees, for negotiating and administering collective bargaining agreements with municipal employee unions and for administering health and life insurance plans as well as other benefit programs for employees and retirees. These activities include both service and control functions with technical assistance and oversight responsibility to ensure compliance with sound personnel practices, civil service procedures, collective bargaining agreements and with federal, state and local laws.

The Department serves the public through its employment unit where applications are processed for Labor Services Registration and for referral to positions not subject to civil service as well as for provisional civil service appointments. The Department also responds to a variety of requests for information regarding state-wide competitive civil service exams and for access to public records.

City employees interact with our staff regarding a variety of individual concerns. These include health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment and disciplinary matters, job bids for promotion or transfer, civil service examinations and in-service training opportunities, along with a wide range of personnel actions.

Services to other City departments include the processing of recommendations for personnel actions, maintaining the central computer database for personnel/payroll, tracking benefit subscriptions as well as time-off earned and used. We provide assistance in writing job descriptions, post job vacancies and coordinate external recruitment campaigns. Advice is provided on employee performance matters with interventions and disciplinary actions taken as appropriate.

This was a year for both new initiatives and building on past Personnel Department endeavors:

- Negotiated long term labor agreements with the two largest unions representing City employees through FY99. These provide appropriate and affordable wage increases in return for productivity improvements, ensuring financial stability in City wage costs for the remainder of the decade. We continued to represent the City Manager in collective bargaining with School Department Unions as required under Massachusetts school reform law.
- Working with unions and management, we helped draft legislation and implement the process for The Cambridge Hospital and Neville Manor to become a public entity independent of, but with continuing strong ties to the City government.
- Assisted the new Emergency Communications Department in its efforts to merge the Fire Alarm and Emergency Medical Dispatch with the Police Dispatch Unit. This involved extensive negotiation with employee unions, departmental management and the state Department of Personnel Administration.
- Recruitment campaigns were undertaken to fill department head vacancies at the License Commission, Police Department, and Veterans' Services. Assistance was provided to staff other key positions in Community Development, DHSP Elder Services, MIS, and Public Works.
- Implemented the Cambridge First hiring preference ordinance on January 1, 1996 which involved training for department heads and all staff involved with recruiting and screening job applicants and revitalizing our contacts with Cambridge community groups and agencies. We made efforts to promote the Cambridge Home Page on the Internet's World Wide Web as a vehicle for finding out about City job openings, to encourage job seekers with Internet access to review our job notices often and to encourage all applicants to forward inquiries to us via e-mail or via Fax without regard to office hours or concern with mail delays.
- In the employee support and development arena, published an Employee Orientation Manual to assist new employees in learning the rights and responsibilities of public employment. We emphasized training sessions in conflict resolution and in recognizing domestic abuse and its effects on the workplace. We began providing a quarterly catalog of training and development programs available to City employees.
- Continued to provide support and assistance to the Cambridge Employees' Committee on Diversity and, once again, coordinated the nomination process for the City Manager's Employee Service Awards.

AFFIRMATIVE ACTION

The Affirmative Action Office (AAO) is charged with the responsibility of increasing the City's employment of minorities and women, in proportion to their representa-

tion in the City's labor market, which is 25% minority and 49% females.

Currently, the City's full-time workforce reports 21% minority workers and 29% female. For other than full-time workforce, 13% represent minorities and 54% are female. However, the combined representation of all City employees reflect 17% minorities and 40% female.

The City's Affirmative Action Plan's overall goal is to increase the percentage of minorities and women in the City's workforce where there has been an underutilization of their presence in each of the Equal Employment Opportunity categories.

During FY96, the Affirmative Action Director continued to further the development and implementation of the Minority Business Enterprise Program which is aimed at ensuring that 10% or more of the City's contracted funds go to the State Office of Minority and Women Business Assistance (SOMWBA) certified firms.

PURCHASING

The Purchasing Office is responsible for the implementation and administration of the City's centralized procurement processes. The Purchasing Office also oversees the City's Print Shop. The Purchasing Office disposes of surplus City property by either transferring it from one City Department to another, or by selling it to the highest bidder.

The Purchasing Office assists departments in developing clear, nonproprietary specifications to encourage participation in City bids and to insure that qualified bidders are awarded contracts. The Purchasing Office's bidding procedures for commodities, services and construction procurements are computerized to varying degrees. Status information on quotes, formal bids and construction bids are available to all City staff through the VAX, the City's computer mainframe.

The Purchasing Office, (working with Management Information Systems Department) awarded a citywide contract for personal computers, laptops, software and maintenance to Terminal Exchange Systems, a minority-owned business located in Brookline.

The Purchasing Office has promoted increased use of Commonwealth of Massachusetts contracts. The City purchases the majority of its office supplies from the Commonwealth of Massachusetts vendor, Phase One, a minority-owned business based in Cambridge. The City also uses state contracts for plumbing supplies (Cambridge vendor), auto batteries and motor vehicle fluids.

The Purchasing Office administers and participates in the selection of designers, engineers and architects through the Designer Selection Process. The Designer Selection Process, which is governed by M.G.L. c. 7 §38K and the City's Designer Selection Procedures, is an open process through which architects, engineers and designers are chosen based upon their written proposals and interviews. Cost is not a factor until the suggested vendor has been selected by the selection committee.

The Purchasing Office is the repository for certified payrolls for construction projects. Certified payrolls, which are public documents, are required by law to be submitted by general contractors as evidence that they, and their

subcontractors, are paying their employees the prevailing wage. Individuals or groups such as labor unions request copies of certified payrolls and are charged an hourly rate for search time and a per page copying cost. The Purchasing Office is also the repository for Cambridge Responsible Employer Plan (CREP) certificates. CREP applies to City building projects over \$100,000. General contractors and sub-contractors must submit these certificates on a weekly basis, certifying among other things, that they pay employees all required wages and participate in apprenticeship programs.

The Purchasing Office, along with the School Department, the City Manager's Office and the Affirmative Action Office, sponsored a Minority and Woman-Owned Business open house. Over 80 minority and woman-owned businesses attended and had the opportunity to speak with representatives from eighteen city departments. A list of all vendors attending the conference and their line of business, was distributed to all department heads and was entered into the City's vendor database.

This year Purchasing's bid announcements were put on the City's Internet home page, affording more vendors the opportunity to learn about City bids and to participate in City procurements. The Purchasing Office sends copies of selected bids to "Bidnet," a bid distribution service that directs bids to appropriate vendors all over the country, at no charge to the City.

ASSESSING

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property, maintaining accurate ownership and property information. The Assessing Department also administers the motor vehicle excise tax.

Every three years, property assessments in Massachusetts must be reviewed and certified by the State Department of Revenue. In order to meet certification standards, communities must re-assess all taxable property. In Cambridge, this was accomplished completely by Assessing Department staff.

For 1, 2 and 3 family houses, statistical analysis of sales was undertaken to derive a new "market model." This model, or formula, was applied to property characteristics and location factors to arrive at an estimate of market value as of January 1, 1995, the FY96 assessment date. Condominium units were valued on a building by building basis. In condo buildings with market transactions during 1993 and 1994, the sales in the building were used to value condos in buildings where no transactions took place. Apartment buildings were not re-valued for FY96, due to uncertainties about the future of rent control around the assessment date of January 1, 1995. The apartment building revaluation was postponed till FY97. For commercial properties, the computerized income approach to value which was put in place for the FY93 certification year was updated to reflect income and expense information reported for the 1994 calendar year. Also, for the first time, a cost

approach was calculated for each commercial property as a back-up and for comparison purposes to the income approach.

The Chart below compares the FY95 and FY96 Taxable Values for Cambridge:

	FY95 VALUE (000's)	FY96 VALUE (000's)
Existing Commercial & Industrial	\$2,460,600	\$2,448,048
New Commercial & Industrial	29,600	\$ 33,721
Total Commercial & Industrial	\$2,490,200	\$2,481,769
Existing Residential Property	\$4,025,300	\$4,278,312
New Residential Property	17,900	33,721
Total Residential Property	\$4,043,200	\$4,301,222
Existing Personal Property	\$ 203,400	\$ 209,340
New Personal Property	18,100	17,700
Total Personal Property	\$ 221,500	\$ 227,040
Total Taxable Property	\$6,754,900	\$7,010,031

AUDITING

The Auditor's Office serves as the "watchdog" for City spending, making sure that all spending is done according to State and Federal laws, that expenses are accounted for and well documented, and that spending falls within the budgets and policies set by the City Council and the City Manager. The Auditor also assists in the preparation of the City's financial statements. In addition, the Auditor's Office is charged with conducting independent analyses of the effectiveness of various City operations and programs. The Auditor assists the City Council in its review of the City Budget. Finally, the Auditor serves as the City's representative on the Retirement Board.

During FY96, the office:

- Developed a prototype format for periodic financial reporting to the City Council;
- Developed a policy for the retention and disposal of the City's financial records;
- Began development of automating the preparation of Schedule A;
- Prepared a financial evaluation of The Cambridge Hospital as an independent public authority for the City Council; and
- Served on the assessment panel for the selection of a fixed income investment manager for the Retirement system.

MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems (MIS) Department is responsible for the selection, purchase, implementation and management of the City's information systems needs.

During FY96, the City's computer network was expanded and now serves over 600 City personnel in 40 municipal departments and agencies, and offers automation of over 75 municipal applications. The following are some of the department's activities and highlights:

- The City's Electronic City Hall, "The Cambridge Common," has grown and provides Cambridge residents and the world with an electronic link to City Hall, our schools and our libraries. Over 1200 people per day view the Cambridge Homepage on the Internet. Not only was Cambridge the first east coast City to develop an Internet Homepage for Internet users to gain electronic access to various government services and information, Cambridge's homepage has been cited by the International City/County Management Association (ICMA) for its quality and comprehensiveness. Public terminals are available in the Public Library for residents to access the Internet and training is available to all residents. A corporate grant from Digital Equipment Corporation and numerous hours of software support from the MIT Artificial Intelligence Laboratory aided in this effort. Job opportunities, City Council agendas, departmental meetings and events and on-line Assessing data are only a sample of the information available.
- An Internet connection via Bolt, Beranek and Newman, has been installed in City Hall. The City's internet address of *ci.cambridge.ma.us* has been established.
- Fiber optic cable and network bridging technology was added to 4 additional municipal buildings. Currently six municipal buildings are connected via fiber optic technology and will provide a backbone for expansion. Through the Citywide network infrastructure committee created to develop a technology blueprint for the future, major networking activities have been coordinated.
- City Hall, Public Works and the new Senior Center have been wired with state-of-the-art network technology.
- The Geographic Information System (GIS) project has made major progress. GIS workstations have been installed at Public Works, Community Development, Assessing and MIS and are all connected via the new fiber optic network. Mapping plotters have also been added to the network and data conversion is underway.
- The handling of Curbsite Permits is being automated in a multi-departmental effort.

Retirement System

The Cambridge Retirement System Asset Balance as of December 31, 1995 totaled \$230,127,788, with a ranking of 11th for Returns and 6th for Asset Growth, out of 106 Retirement Systems in the State of Massachusetts.

The System's Money Managers include: State Street

Global Advisors with passive equity funds in the S&P 500 and Russell 1000 Growth; Wellington Capital Management with domestic mid-cap growth equity; Bank of Ireland with international equity management; State Street Research and Management with domestic balanced; Fleet Investment Advisors with domestic small cap equity; Charles River Venture; and Pioneer Ventures Management with venture capital and Allegis Realty Investors LLC with real estate.

The Cambridge Retirement Board consists of three members. The Board along with the staff of the Administration continue to be available to the 3,521 members and 1,579 retirees, beneficiaries and survivors.

During the calendar year, the administration has processed 339 new applications for membership, 293 refunds, 39 superannuation retirements, 9 accidental disability retirement and 2 survivor benefits. The director conducted numerous departmental seminars at the Department of Public Works, School Department and Hospital.

In 1995, the Board conducted its first pre-retirement seminar with approximately 200 employees in attendance. They will conduct a similar seminar in 1996, for all active employees with the units of the System, which include: the City of Cambridge, the Cambridge Hospital Commission, the Cambridge Housing Authority and the Cambridge Redevelopment Authority.

General Services

Printing

The Print Shop is responsible for providing printing, binding, collation, duplication and graphics services to all City departments. The four person staff is responsible for printing several major City documents such as the Annual Budget, the Official Statement, and the Employee Handbook. In addition, the staff produces numerous pamphlets, forms and booklets.

During FY96, the Print Shop completed approximately 1,970 printing requests, and produced approximately 1,505,000 sheets of paper and 860,000 envelopes. In addition, the Print Shop employed one high school student who worked after school through the Cambridge Rindge and Latin School's workstudy program. The student was introduced to printing techniques and other printing processes while earning academic credit.

Election Commission

Policy and Administration

The Board of Election Commissioners is responsible for supervising federal, state, and municipal elections for the City of Cambridge; providing for voter registration; certifying nomination papers and initiative petitions; conducting the annual census; administering municipal campaign and political finance reporting for the City; and implementing Chapter 2.118 of the Cambridge Municipal

Code known as the "Ethics Ordinance."

The Board of Commissioners, which is the policy-making body of the Commission, is comprised of two Democrats and two Republicans, appointed by the City Manager to staggered four-year terms. Meetings are held in the Election Commission Office on Wednesday afternoons and are open to the public. At least once a month evening meetings are scheduled to encourage broader attendance. The monthly schedule is posted at the City Clerk's Office and is published in local newspapers.

In January, 1996, the Technical Working Committee for Computerization of Cambridge Elections presented a report to the City Council recommending that the City adopt a unified, computerized voting system adaptable for all Cambridge elections - proportional representation (municipal) as well as plurality (state and federal). The recommended tabulation system is a precinct-based optical scanner using "Marksense" paper ballots. Voters make their choices by filling in ovals next to the candidates' names.

The Board held a well-attended public hearing in the Council Chambers and elicited much support from those in attendance. In March, 1996, the Council adopted a resolution to proceed with the purchase of an optical scan system, and capital funds were granted to implement this resolution. An RFP was issued for the Accu-Vote ES-2000 which was determined to have the capacity to provide optical scanning services for both PR and plurality elections.

Office Operations

Day-to-day operations of the Commission are conducted in Room 308 of the Municipal Building at 362 Green Street by five full-time staff persons and two part-time clerical aides. They are assisted at peak times by temporary part-time employees in data entry, voter registration, signature certification, and election preparation.

In the summer of 1995, the Commission was a successful work-site for the Mayor's Summer Youth Employment Program.

Voter records are actively maintained in a computer database and in a cross-referenced card system. Several thousand confirmations of changes to voters' records are mailed out in conformance with statutory requirements each year.

In addition to those activities, the Commission removed from the Voting List over 8,000 voters who moved, died, or registered in other communities. The maintaining of highly accurate records contributes to the integrity of the Voting List, which is the foundation of the Commission's activities.

Conversion of the City of Cambridge's database to the Voter Registration Information System (VRIS) of the Central Voter Registry of the Commonwealth was successfully completed in July, 1995. After it became apparent that the new system would be unable to offer services equal to those provided by the City's system for some time, the Election Commission maintained a dual database, updating records of Cambridge voters from VRIS, but primarily using the existing system through the municipal election. Because of the presidential primary election and the concurrent 1996 census with its anticipated large volume of

changes to residents' records, the Commission received permission to reconvert its database at the end of the census.

1995 Census

In 1996 the census was conducted by three mailings, six to eight weeks apart, followed by notification to voters who did not respond that their names might be entered on the "Inactive List." Costs were reduced by 25% by eliminating door-to-door canvassing as a follow-up to the initial mailing. Although there was a 6% lower response to the census, the fourth mailing produced a response twice as high as in previous years.

Instructions were printed in Spanish, Portuguese, Haitian-Creole, and Chinese, as well as in English.

The Commission also received census information from condominium associations, universities, nursing homes, boarding houses, and apartment buildings with more than eight units.

An innovative restructuring of the Commission's database by individual residential unit in 1993 made it possible to note in the current year's Street List Book all units in the City that have been recorded as vacant.

The census form was expanded to include a mail-in voter registration affidavit, providing an opportunity to over 2,000 new residents to register.

Voter Registration

Passage of the Massachusetts "Motor Voter Law," effective July 1, 1994, ushered in new changes in voting laws which enhance voter participation, and make it easier to register to vote. A new voter can register by simply filling out a voter registration card and mailing or hand-delivering it to the Election Commission.

"Motor Voter" does not eliminate in-person registration at the Commission, but provides additional opportunities to people to register where they work, visit, or otherwise conduct business.

The Commission places strong emphasis on distribution of the voter-registration forms and has provided mail-in registration affidavits to representatives of all branches of the Cambridge Public Library, all branches of the Cambridge Post Office, public elementary schools, public and private high schools, Cambridge Hospital and its neighborhood health centers, public housing locations, and numerous City departments and agencies.

In an outreach effort to encourage community participation, over 100 Cambridge organizations were contacted to inform them about the new law and the availability of mail-in voter registration forms. Ongoing informational sessions and training are provided to organizations interested in conducting voter registration drives.

After the 1996 census was completed, over 16,000 voter registration affidavits, supplied by the Office of the Secretary of the Commonwealth at no charge to the City, were mailed to all residents identified as eligible to register to vote. This effort increased the voter rolls by 1,500 new registrants.

In FY96 over 5,000 residents registered to vote through the office, by mail, and through the census.

Since the Motor Voter Law was scheduled to be

implemented in three stages - in 1994, 1995, and 1998 - Cambridge residents will continue to see further changes in the way Massachusetts registers voters. The Election Commission is committed to vigorous implementation of the Law and will continue to educate the public about changes as they occur.

Ethics Ordinance

In 1991 the Cambridge City Council enacted Chapter 2.117 and Chapter 2.118 of the Cambridge Municipal Code, popularly referred to as the "Ethics Ordinance." The Cambridge Election Commission was given responsibility for administration and enforcement, beginning in 1993. The Ethics Ordinance sets a minimum standard of ethical conduct for municipal officials and candidates, and its goal is to promote confidence in Cambridge City government and its officials.

The ordinance requires municipal candidates for City Council and School Committee and certain municipal officials, designated by the City Manager, to file a Statement of Financial Interests (SFI) with the Cambridge Election Commission each year by June 1 for the preceding calendar year. Any individual may inspect and copy the forms, which are a public record and must be maintained for six years after filing. Failure to comply with the ordinance may result in a fine of up to \$300.00 a day and is reported to the offices of City Solicitor, the Attorney General, and the Middlesex District Attorney.

In FY96 one hundred and sixty-seven municipal officials, including elected officials, City employees, and members of Boards and Commissions, were required to file SFI's. Statements are reviewed by the Board of Commissioners for compliance with the ordinance; required persons who failed to file and those who submitted incomplete statements are notified of their omissions and given further opportunities to file before penalties are imposed.

1995 Municipal Election

The November 7, 1995, Municipal Election included a field of nineteen City Council and eleven School Committee candidates, with vacancies both on the Council and the Committee. A total of 19,183 ballots were cast out of a possible 41,708, a forty-six percent turnout.

The PR Count was held at the Longfellow School, possibly for the last time, as the prospect seems likely of a computerized count in 1997. Approximately one hundred workers toiled for six days to manually count the ballots. On-site observer involvement was enhanced by the use of overheads to project results after each transfer was completed; the local cable company and the City's cable department joined forces to bring up-to-the minute results to the public.

Ballot tabulation for the Council was completed early Saturday night, a record early finish for that part of the process.

1996 Presidential Primary

On March 5, 1996, a Presidential Primary Election was held for presidential candidates and for members of

ward committees in the Democratic, Republican, and Libertarian parties. In the Libertarian Party, eighteen votes were cast; in the Republican Party, 1,717; in the Democratic Party, 3, 253 voters turned out.

After a hiatus of several years, the polling places for Ward 7 Precincts 1 and 2 were returned to the newly renovated Agassiz School, making the location more accessible to voters in those districts.

Election results were tabulated in the Election Commission Office using desktop card readers and tabulator.

Arts Council

The Cambridge Arts Council (CAC) is the city's department of public celebrations. Established 22 years ago, CAC is guided by an advisory board appointed by the City Manager and a non-profit board selected by the advisors. FY96 was a year marked by evaluation and new initiatives. The Arts Council began a review and assessment of its mission statement and programs. With a planning grant from the Massachusetts Cultural Council and in-kind support from Synectics, Inc., a Cambridge-based consulting firm, the CAC embarked on the first phase of an ambitious effort entitled "13 Neighborhoods." The Arts Council organized a series of workshops with representatives of each of the City's neighborhoods, in an effort to develop a cultural profile of the City, neighborhood by neighborhood.

The effort shall continue in the next fiscal year, when CAC representatives attend neighborhood meetings and hold public forums to expand the dialogue begun in the workshops. The objective is to strategically assess CAC's constituencies and develop neighborhood profiles to be used in future arts programming planning to better serve Cambridge residents and visitors.

Continuing its outreach efforts, the CAC with Mayor Sheila Doyle Russell, responded to a request from the Hong Kong Dragon Boat Festival Committee to co-sponsor their festival for the first time in Cambridge. The festival provided the community with an opportunity to learn more about Chinese history and culture. Four hand-painted, 39-foot solid teak dragon boats from Hong Kong raced in separate heats on the Charles with changing crews throughout the day. Special performances by guest artists from Hong Kong included the Monkey King. The American Chinese Art Society and local Asian-American groups participated in an Asian craft exhibit.

The festival has a long history in China and a recent history in Boston. In 1979 Boston was the first US city to sponsor the festival, and it has become a popular event in many US, Canadian and Asian cities. The Festival committee is a group of volunteers from all over Greater Boston and includes representatives from the Children's Museum and the Metropolitan District Commission. The festival provided the city with an opportunity to serve its rapidly growing Asian population.

Throughout the spring, the Arts Council worked closely with the City Councillor co-chairs and members of City's 150th Anniversary Committee to plan commemora-

tive events celebrating the 150th anniversary of the City's incorporation. These events will include a parade that culminates at the 19th Cambridge River Festival, a golf tournament, a historical exhibition, a dance party, and a family field day at Danehy Park.

In the field of public art, maintenance and conservation of collections happens too infrequently and often artworks are lost to the public due to neglect. CAC, with city support, began a precedent-setting comprehensive conservation and maintenance program for the more than 131 works of art in the City's public art collection. Although this is an unpopular part of public arts programming, requiring many administrative hours, responsible stewardship of a collection is critical to its survival for future generations.

After years of overseeing the implementation of the Street Performers Ordinance, the staff, working with other City departments, the City Council, the Harvard Square Business Association, Winthrop Park Trust, residents, and many street performers drafted amendments to the Ordinance to make it better able to serve the City and all concerned parties. In April, the amendments were passed by the City Council, after a public hearing in which all parties expressed their reactions to the changes. The amendments included, among other things, the provision for suspension and, ultimately, revocation of permits for repeated violations of the Ordinance by performers. Fees were also increased to provide revenue for increased monitoring.

VISUAL ARTS

Gallery 57, a municipal exhibition space, exists to promote the artwork of local artists in a non-profit, non-membership environment which is sensitive to a variety of aesthetic expressions. Talented local artists are given the opportunity to compete for solo-exhibitions. This year eight artists were selected by an independent jury, through an open application process. The jury was comprised of Jeffrey A. Keough, Director of Exhibitions, Massachusetts College of Art, Boston; Stella A. McGregor, Founder and Director of The Space, Boston; and Ritsuko Tahoe, Cambridge artist and Associate Professor of Visual Arts, MIT. The jury focused on quality, style, and media while considering each of the eighty applicants.

The exhibition season was distinguished by Ted Clausen's *Work Talks*, a project which celebrated Cambridge city workers. Incorporating interviews and written questionnaires with city workers, Ted Clausen created an installation artwork reflecting city workers' attitudes towards public service and working for the City. The artist worked with students from Rindge and Latin High School installing the exhibit in the gallery, while providing the students with insight into an artistic process.

Other exhibitions of Cambridge artists' work included: oil and wax paintings by Judith S. Larsen, figurative oil paintings by Gary Logan, atmospheric landscape paintings by Noa Hall, photographs of homeless veterans by Mark Morelli, sculptural constructions by Chris Frost, narrative painting by Gail Boyajian, and whimsical furniture designs by Mitch Ryerson. The exhibitions were enjoyed by art enthusiasts as well as city workers and passers-by in the heavily trafficked environment of the Gallery.

"Brown Bags," lunch-hour talks by exhibiting artists, augmented the exhibition schedule. Mitch Ryerson, Judith Larsen, and Mark Morelli presented slide-illustrated talks about their art to gallery visitors and City employees breaking for lunch.

This year CAC initiated programming to address issues of diversity and attract new audiences to the gallery. The first part of this effort was a well-attended poetry and prose series of readings by three celebrated writers; Harvard lecturer and poet, Carl Phillips; Caribbean novelist, Patricia Powell; and MIT instructor and fiction writer Helen Elaine Lee at the gallery. In June, Gallery 57 hosted *Claiming Place: Biracial American Portraits*. This exhibition by anthropologist Marion Kilson and Cambridge photographer Max Belcher provided audiences with personal narratives taken from interviews and portrait photographs of people addressing the complexities of ambiguous racial identity in contemporary America.



Artist Nancy Gutkin O'Neil teaches students the art of making stained glass.

Public Art

Percent for Art Program

The Arts Council is responsible for implementing Cambridge's percent-for-art ordinance. The ordinance specifies that a percentage of all capital improvement projects will be expended on art and that art shall be selected through a process administered by the CAC. Annually, CAC produces an artplan informing artists about commission opportunities and updating the public on the status of projects and recent commissions.

Cambridge artist Ritsuko Tahoe is creating a permanent artwork as part of the Central Square Enhancement project. The first phase of project involved the artist in extensive collaboration on the design of the Carl Barron Plaza with the project architect, Steve Carr. Together, Tahoe and Carr designed a seating area with trees and plantings, brick "carpets" with patterns derived from the different ethnic groups of the area, and three large glass towers.

In the second phase, Tahoe involved the diverse communities of the surrounding neighborhoods directly in the project. In a five-month long public process, she

invited people to contribute "dreams" and "wishes" that will be inscribed onto scroll-like cylinders to be installed at the site. Dream collection has taken place at different venues, including a public meeting at the Central Square Library; workshops at the Cambridge Senior Center; the Cambridge Public Library Literacy Project; a Riverside Family Night at the Cambridge Community Center; an event at the Area 4 Youth Center; a meeting of the Cambridgeport Artists Open Studios; the annual meeting of the Central Square Business Association; and, last but not least, at the Central Square World's Fair. Dream collection boxes were placed in publicly accessible places throughout the area. In the course of the dream collection, Taho received dreams in 48 different languages.

Twenty-five young members of the Frisoli Youth Center participated in a series of workshops with the artist Jay Coogan to create art for the lobby of the center. Working with the young people's drawings and collages, Coogan will complete design of his art for installation in the spring of 1997.



Artist Jay Coogan with some of the members of the Frisoli Youth Center who participated in his workshop in December, 1995.

Cambridge artist David Phillips, in collaboration with architect Craig Halverson, completed design for Quincy Square. The small park will include several moss covered field stones with bronze inlays, artist designed seating, and beds of flowers with differently colored perennials. The artist has also designed patterns for an iron fence for the park.

Eight stained-glass windows were dedicated in a school-wide assembly at the Agassiz School. Created by glass artist Nancy Gutkin O'Neil, the windows grace the facade of the school building and can be viewed up-close by the students from the main stairway. Concentrating on Agassiz' rich history, the artist used a photo-silkscreening technique to incorporate historic photographs, illustrations, maps, and text into the stained glass. The students gained access and insight into the creative process at workshops with the artist, where they learned about glass making and how to create kaleidoscopes with collage images.



One of eight stained glass windows by Nancy Gutkin O'Neil for Agassiz School. The artist used photo-silkscreening process to incorporate into the glass a rare photograph of Maria Baldwin, who in 1889 became the Agassiz School Principal and the first African American to hold such a position in the North.

In addition to percent-for-art funded projects, the CAC has administered a federally-funded public art project that is part of the extension of the Minuteman Commuter Bikeway into Cambridge. The project consists of sculptural portals for the bikeway's entrance at Alewife. Artist Carlos Dorrien's portals will include two granite boulders, carved with images of Alewives. Sited on each side of the bikeway, in an open area in the Alewife reservation, the massive portals will function as a landmark and provide a point of departure for trips along the trail.

Two temporary public art projects were featured at the 18th Cambridge River Festival. Cambridge artist Joan Brigham created a 30-by 50-foot "raft" of water mist and light that floated offshore near the Weeks Footbridge. Also, Cambridge sculptor John Tagiuri installed his "Trash Temple" a ranch-style "dream" home meticulously furnished and constructed out of the amount of trash that an average family produces in one year.

Public Art Maintenance and Conservation

The Arts Council contracted with professional conservators to produce a first-time conservation assessment of the City's public art collection. The purpose of the assessment is to provide a detailed evaluation of the physical condition of over 100 works of art commissioned or purchased by the City over the last 17 years, as well as professional recommendations for immediate and long-term conservation.

Due to the diversity of the art collection, which includes sculpture in various materials (stained glass, tiles, exterior and interior murals, photographs, and works on paper) three different conservation firms were required to do the assessment. Each firm conducted a detailed examination of the art over a two-month period and produced reports and recommendations that together furnish fundamental tools for future conservation of the collection.

Responding to the priorities set by the conservators, the Arts Council began restoration on sculptures and murals that require immediate attention.

PERFORMING ARTS

For the fourth year, CAC presented "Summer in the City," a series of free concerts designed for young children and their families. Working closely with the Department of Human Services and Recreation, these concerts were scheduled in different parks throughout the City in order to serve the City-subsidized day camps during the day, and also those neighborhoods with traditions of early evening gatherings. During July and August nine concerts featured a roster of performing artists selected not only for their abilities to work with very young children, but also for their diverse cultural and ethnic backgrounds. The concert series was supported by a grant from the Cambridge Community Foundation and the Department of Human Service Programs.

In the spring CAC observed Dance Month with "Cambridge River Festival Children's Stage Preview" at the Dance Complex. The preview featured children's performing groups who have been featured in past Festivals. The lineup of young talent included: the CRLS Haitian Club, with original choreography based on Haitian folkloric dances; the Cambridge Performance Project; the Chinese Folkdance Group; Genevieve DuLac's students of Hindu Dance; and the Art of Black Dance and Music Children's Company. The concert was funded with a grant from the Massachusetts Arts Lottery.

The 18th Cambridge River Festival attracted a crowd of over 100,000. The Weeks Footbridge and Weld Boat-house Stages presented a roster of some of the area's finest music including: Los Pleneros del Coco, Zafem Haitian Band, Natraj, Rumbafrica, and the legendary Spider John Koerner. The Gospel Tent featured many of Cambridge's gospel choirs, coordinated by the Cambridge Multicultural Arts Center, and Patricia Dance and Donnell Patterson of GNE Productions.



Despite a raindate, the 1995 Cambridge River Festival drew record crowds of over 100,000.

The Children's Area activities and performances included: facepainting, silk-screening, geometric model-building, and sand art. The Children's Stage was decorated by a colorful mural created by artist Jameel Parker and Cambridge schoolchildren, and featured seasoned performers along with children performers. Young people were introduced to Nuradifini Pili Abena's percussion workshop, authentic Chinese folkdance presented by area children, and the students of Art of Black Dance and Music, among others.

Other features of the Festival were a juried craft exhibit and sale, a "World" of food, and roving performers. This year the Arts Council added an Import Bazaar--designed to feature handmade items from around the globe and around the block. With support from a mini-grant from the Massachusetts Cultural Council, the Arts Council collaborated with Kids' Institutes for Discovery to present the "Camera Obscura" at the Festival. The pin-hole camera workshop drew crowds of all ages interested in this simple, but very effective means of photography.

Another 1995 debut was the Teen Stage--a collaboration effort of the Arts Council and Positive Edge staff, the Teen Stage was designed to attract Cambridge's young people, with entertainment and activities tailored just for them and featuring young up-and-coming performers.

As one of the City's largest public celebrations, the Cambridge River Festival has a devoted following of supporters, including many private individuals and small businesses, in addition to local corporations, foundations, and the City Council.



Cambridge choirs are featured performers at the Cambridge River Festival Gospel each year.

ARTS ADVOCACY

The CAC is designated by the Massachusetts Cultural Council to administer the Arts Lottery, a statewide re-granting program. During FY96, 32 projects totalling awards of \$35,417 took place in Cambridge, benefitting many different population groups. The funding decisions were made by a committee made up of people who either live or work in Cambridge and have strong backgrounds in the arts. Some of the programs funded were: Underground

Railway Theater's "Media Project," a presentation by author Tommy Di Paola at the Dante Alighieri Center, presentations of history and poetry for seniors by Alice Mack, the Dance Stage at the Central Square World's Fair, the Dance Collective's Summer Outreach Program, and CCTV's Teen Video Production Collage. In addition to project support, over \$4,000 was designated for PASS, a ticket-subsidy program to assist Cambridge schoolchildren attend arts and cultural events throughout the school year.

In the fall of 1995, in order to more effectively review the increasing numbers of Arts Lottery applications coming in each year, the Arts Council revised and expanded the panel review process. A series of five, discipline-specific preliminary review sessions were held where panelists with expertise in that discipline carefully reviewed each proposal. The full Arts Lottery Subcommittee met to review all the rankings and comments from the preliminary meetings to determine the final rankings and awards. This in-depth process will ensure that each application for funding receives the most complete consideration possible. The Committee approved 33 separate projects totalling \$33,025 and PASS awards totalling \$3,821 for FY97.

Additionally, the Arts Council holds public input meetings each year in an effort to seek feedback from its constituency on the funding procedure and guidelines. Historically attendees have been grantees, representatives of organizations planning to seek Arts Lottery funding for the first time, and members of the Arts Lottery Subcommittee.



Cambridge artist David Fichter's new community mural was unveiled at the Fletcher School. This project received significant funding from the Cambridge Arts Lottery.

Day Without Art

On December 1, in support of the World AIDS Day, the staggering number of people affected with the HIV virus and those overcome by the disease throughout Massachusetts were posted in Gallery 57. Leaflets containing information about prevention were made available to the public as well as opportunities for free HIV tests. The information distributed through CAC was provided by

Cambridge Cares About AIDS.

Street Performers

In cooperation with the Police Department and the License Commission, the Arts Council enforced the City's Street Performance Ordinance. The Arts Council processed applications and issued permits to 517 performers during the year. Two seasonal Street Performance Monitors were hired to patrol Harvard Square and work with the performers, businesses and residents to ensure compliance with the Ordinance. During FY96, 50 non-criminal citations were issued to performers who were in violation of the Ordinance.

Holocaust Remembrance

In the spring, the Arts Council staff worked on the planning and production of the Peace Commission's annual Holocaust Remembrance program. Working in collaboration with the Peace Commission, the Library, the School Department and the Interfaith Alliance of Cambridge, along with other community organizations, the program was expanded to include an evening Remembrance program at Temple Beth Shalom, which focused on the impact of the Holocaust on children. A related panel discussion on the Power of Hate Speech was held at the Cambridge Multicultural Arts Center and was broadcast live by CCTV. The Peace Commission's Planning Committee decided that it is no longer enough to remember the events of the Holocaust in a formal program, but that there is a need to relate these memories to the experiences of other peoples. The CAC worked with artist Rick Rawlins to create a poster announcing both events. Proceeds from the sale of this poster helped to fund the Peace Commission's program.

Animal Commission

The Cambridge Animal Commission was first established by an ordinance in June of 1979. The Animal Commission provides and facilitates programs concerning animal control and welfare in the City of Cambridge.

The primary goal of the Animal Commission is to maintain and promote Cambridge as a safe environment for people, pets and other animals. This is accomplished through an educational and enforcement approach. The Department utilizes its resources to encourage responsible pet ownership and to also manage the diverse population of wildlife that coexists within the City of Cambridge.

During FY96 the Animal Commission:

- Licensed over 1900 dogs;
- Issued over 114 animal quarantines to prevent the spread of the rabies virus which resulted in over 276 in-house quarantine checks;
- Working with the City's cable access television, produced a public service announcement regarding the

leash law in the City;

- Continued to submit articles to the local newspapers to inform residents about the responsibilities of dog ownership and the protection against the spread of the rabies virus;
- In a continued response to the rabies epizootic, and in conjunction with the Cambridge Police In-Service Training Academy, instructed over 200 Cambridge Police Officers about wildlife and rabies in the City of Cambridge;
- Distributed over 3000 informational sheets emphasizing the use of a leash, during the spring licensing program;
- Issued 350 citations for violations of the Animal Control Ordinance, which resulted in \$3,655,00 in fines:
 - 99 were issued for violation of the dog license law
 - 215 were issued for violation of the leash ordinance
 - 2 were issued for violation of the scoop ordinance
 - 34 were issued for violation of a failure to display a dog license law;
- Responded to over 3,100 reports concerning cruelty to animals, barking dogs, loose dogs, dog waste, injured animals, wildlife-related problems and feral/stray cat problems;
- Impounded 90 stray dogs:
 - 32% Adopted
 - 61% Returned to Owner
 - 7% Euthanized;
- Provided four (4) low cost Rabies Vaccination Clinics for dogs and cats;
- As a result of our adoption program, placed 32 dogs in homes, and facilitated the adoption of over 60 cats with new responsible owners;
- In collaboration with the Friends of Animals, became a distributor of low cost spay/neuter assistance certificates; and
- Continued to assist residents with domestic pet behavior problem solving, and nuisance wildlife exclusion and deterrent methods.

Fire

The uniformed strength of the Fire Department was increased to 278 members on November 12, 1995 when nine new members were appointed.

The Fire Suppression Division made a total of

20,662 responses during the year. There were 307 code 11 structure fires and 77 vehicle fires. Fire Companies responded to 4,393 emergency medical incidents of which 34 were resuscitation. Fire Companies performed 2,518 inspections under the supervision of the Fire Prevention Division.



Lt. Mike Bruno Engine 3 with 2½ inch line of hose during heavy snow storm at Second Alarm Fire on Green Street.

Special training was provided for the Hazardous Material Task Force (Rescue Company, Ladder Company #1 and Engine Companies #1 and #3). The instructors were from various industrial and educational institutions.

The Rescue Company and Ladder Companies #3 and #4 received special training in confined space rescue. This was a 40-hour course. These companies are now designated as a confined space rescue team.

A medium duty rescue apparatus was placed in service on June 10, 1996. This will allow the Department to resume the transportation of injured and ill residents to hospitals.

FY96 ACCOMPLISHMENTS

SARA Office

- Conducted twenty-one hazardous material investigations with the City Manager's Inter-City-Agency Hazardous Materials Task Force. The task force continues to investigate solutions to hazardous materials release problems.
- Conducted an awareness briefing to the Cambridge Bio-Tech Committee on anti-terrorism in the workplace.
- Sent to all hazardous material tier two reporting companies in the city, Environmental Protection Agency (EPA) recommendations for anti-terrorism planning.
- Consulted, supervised and monitored four on-site remote openings of unstable hazardous materials for the bio-tech industry. All openings were conducted in

cooperation with the Massachusetts Division of Environmental Protection.

- Completed teaching a mandatory three-hour refresher "hazardous materials awareness level" training for Cambridge Police Officers.
- Continued training in a state sanctioned EMS Hazardous Materials Program for the Cambridge Emergency Medical Community.
- Continued additional hazardous materials awareness training to new city employees.
- Conducted monthly meetings with the individual Chairman of the Local Emergency Planning Committee (LEPC) on Risk Assessment and Emergency Hazardous Materials Planning. Conducted four required quarterly meetings with the LEPC. New regulations, both federal and state, that impacted on the LEPC were brought to all members of the LEPC for coordination.
- Conducted a four-hour seminar to the representatives of the Czech Republic on the concepts of the LEPC in the United States.
- The EPA's Clean Air Act and their multi-media inspection team concept for communities were a few of the significant new issues for the LEPC this year. The LEPC Committee appointed a special committee to study and make recommendations for implementation of these new regulations.
- Continued to consult and interact with Cambridge-based industries in hazardous materials issues ranging from hazardous materials removal to federal regulation compliance.
- Represented the LEPC on the state emergency response commission and was recently appointed by the MEMA Director as the chairman of the LEPC Liaison Committee. We developed a certification process for all LEPC in the state.
- Conducted a mandatory city-wide table top and limited functional hazardous materials exercise at the Emergency Operation Center, 147 Hampshire Street. All city departments participated, as well as representatives from Harvard University and the Massachusetts Institute of Technology.

Public Education

- Received an \$18,000 grant from the state to implement the new Student Awareness of Fire Education (SAFE) program. The program is a fire prevention education program designed to equip elementary, intermediate, and high school students with the skills for recognizing the dangers of fire, specifically, the fire hazards smoking-related materials pose. This department, in conjunction with the Massachusetts Fire Academy, trained five fire department instructors to implement a program using the national fire protection agencies "learn not to

burn" materials. The program was designed to target kindergarten to second grade students for our initial presentations. In cooperation with the Cambridge School Department we piloted the first SAFE program at the Peabody School from April to June, 1996.

- Conducted a number of community based fire safety awareness programs on Cambridge Cable Television.
- Conducted fire safety training and assisted in developing evacuation plans for municipal buildings, a number of Cambridge based business and residential facilities within the city.
- Continued to coordinate the Fire Departments role in the central artery tunnel project, with particular emphasis on the newly proposed Storrow Drive Bridge plans.
- Presented to the Cambridge Public Schools during fire prevention week a robot enhanced fire safety programs. This program has been presented for the past ten years, building the fire safety blocks of knowledge for each child in the Cambridge School System. This was incorporated into SAFE.
- Participated in the Cambridge YMCA Youth Day and the "National Night Out Against Crime" day, the Area IV Crime Task Force Drug Free Community Fair and Parents Safety Saturday, The Second Annual Multi-Cultural Labor Day Happening, Sonesta Hotel Safety Day, the Mt. Auburn Hospital Safety Day, W.R. Grace Safety Day and Bicycle Safety Day.
- Conducted an open house program during Fire Prevention Week in all fire stations throughout the city, which included the distribution of fire safety information.
- Presented for the fourth year a fire safety demonstration at the CambridgeSide Galleria. The event included representatives from the Shriners Hospital and the Cambridge Fire Department Fire Safety Robots. Each child who participated had their photo taken with the Fire Safety Robots.
- Started a childrens' call-in fire safety television program. Pluggie the talking fire hydrant appeared on television and answered fire safety questions from children that called in to the live program.

Fire Prevention

- The renovation of existing buildings throughout the city advanced at a fast pace. During these renovations, the fire alarm systems and/or fire protection systems were brought up to code.
- Numerous new projects are either on the drawing board or have just recently begun. Many plan reviews take place with the developers and engineers before final approval of the fire protection systems. After the foundations is set, periodic inspections are conducted by this office and the local fire company.

- Over fifty (50) major plan reviews were conducted by this office during the past year. On-site visits and a final acceptance test were a part of the plan review.
- All burning and welding operations by contractors were overseen by this office and many site visits were conducted to ensure that all safety guidelines were followed.
- Joint inspections with building, police, and license commission personnel were conducted weekly to insure that the Life Safety Code is being adhered to at all licensed establishments.
- State mandated inspections of schools, hospitals, nursing homes, hotels, clinics, theaters, elderly housing a day care centers were carried out by the fire suppression forces.
- The fire suppression forces in-service inspection program concentrate on residential buildings to make tenants and owners aware of any potential fire hazards that may exist at their property. In addition, they inspect and test the early warning fire detection system and answer any questions pertaining to life safety issues.
- Complaints of fire hazards received by this office were monitored and initially investigated by the fire suppression forces. Follow-up by this office was done if the local fire company was unable to resolve the problem.
- Prior to the sale of any residential property, an inspection by the fire department is mandated to make sure that the automatic fire detection system is in good working order.
- Permits were issued annually for the storage of flammable liquids and at least one on-site visit per issued permit conducted by the fire suppression forces to see that the storage and use are being done properly and safely.

Fire Prevention Division Inspections

Fire Suppression System Permits Issued	31
Sprinkler System Permits Issued	100
Fire Alarm System Permits Issued	95
Welding Permits	184
Tank Installations - Above Ground	15
Tank Installations - Below Ground	8
Tank Removals	43
Christmas Tree Permits	6
Tar Kettles	2
Other Permits Issued	8
TOTAL	492

Company Inspection

Public Schools	115
Private Schools	53
Parochial Schools	30
Day Care	150

Nursing Homes	24
Elderly Housing	45
Halfway Houses	23
Clinics	67
Hospitals	24
Hotels	48
Restaurants	175
Theaters	35
Smoke Detectors Inspections	1,168
In-Service Inspections	561
TOTAL	2,518

Annual Flammable Liquid Storage Inspections

Engine 1	28
Engine 2	11
Engine 3	39
Engine 4	32
Engine 5	26
Engine 6	18
Engine 8	47
Engine 9	20
Ladder 1	29
Ladder 2	42
Ladder 3	64
Ladder 4	15
TOTAL	371

Smoke Detector Inspections

Engine 1	140
Engine 2	67
Engine 3	92
Engine 4	107
Engine 5	113
Engine 6	92
Engine 8	112
Engine 9	102
Ladder 1	53
Ladder 2	67
Ladder 3	42
Ladder 4	181
TOTAL	1,168

Certificates of Occupancy 194

Safety Inspections

Task Force	320
License Sign Offs	90

Safety Re-Inspections

Task Force	80
License Sign Offs	40

Technical Services Division

Technical Services Division is responsible for upgrading and maintaining the Fire Department's communications systems, real property and apparatus, purchasing, as well as the maintenance of all Fire Department buildings, rolling stock, and tools and equipment.

The Department's Motor Squad Unit works out of

this division and is responsible for the actual maintenance and repair of all the Fire department's fleet. In an effort to control costs, virtually all repairs are now being performed in-house. This has resulted in higher quality, lower cost, and shorter down-period than using outside vendors.

The radio system includes not only portable and mobile radios, but also box assignments, response areas, database, standard response procedures and liaison to the Fire Alarm Division, and newly created Emergency Communications Department.

Communications duties include assisting in the maintenance of the infrastructure of the Communications System. Numerous pieces of electronic equipment are required to provide the daily operational needs of the department. Base stations, receivers, computers, comparators, antennas and a variety of specialized circuit boards, and back-ups must be kept in full working order. These sometimes transparent pieces exist throughout the City, on roof tops as well as underground from Boston to Arlington in the MBTA Red line to complete the radio system.

The new Emergency Communications Center project has also included replacing and relocating the citywide trunk system. Project management for this vast radio enhancement has been provided by the Technical Services Division. The radio enhancements will benefit all the City departments and especially the public safety departments. The new digital format allows for various options for both the Police and Fire Departments.

Technical Services also develops and prepares the specifications for the bids on department vehicles, specialized rescue tools and computer equipment and software.

A grant application has been made to the Massachusetts Historical Commission to obtain funding to assist in repairing and infrastructure of the Lafayette Square Fire Station, home of Engine 2 and Ladder 3. It is hopeful that this grant assistance will start needed repairs and make the facility water tight. The building requires numerous repairs and these should be done in a way that preserves the historical appearance of this visible fire station.

Fire Investigation Unit

The mission of the Cambridge Fire Department Investigation Unit (FIU) is to investigate and determine the circumstances of and the cause and origin of fires in the city. The FIU responds to any fire where the Incident Commander is unable to determine the cause, or to any fire that is deemed suspicious or incendiary in nature by the incident commander. Members of the FIU working in close cooperation with the Cambridge Police Department, the State Fire Marshal, and the State Police, perform the labor and time intensive task of "digging" through the fire residue to pinpoint the actual origin of the fire, the route(s) of fire travel and cause of the fire. Any potential evidence is gathered, documented and secured. Witnesses and concerned parties are interviewed immediately at the scene. The scene is photographically documented by FIU's professional photographers.

This work at the scene is followed up by interviews with all concerned persons, a "paper chase" of all related documents, documentation of all information and materials, and meeting with a representative of the Middlesex County District Attorney's Office for possible court action. In lieu

of court action, cases are also resolved via social service, elder service and juvenile service agency referrals and cooperation. FIU is a participant in the Juvenile Firesetters Program.

Incendiary fires in the City of Cambridge have historically included all types of arson, including insurance fraud, revenge, threats, vandalism, malicious destruction, sexual gratification, vanity and the concealment of other crimes.

In the FY6, the case figures are as follows:

Building Fires investigated	70
Motor Vehicle Fires investigated	19
Outside Fires investigated	19
Attempt to Burn Self investigation	1
Chemical Spray investigation	1
Burn Victims interviewed	4
Threats to Burn/Surveillances	20
Total Fire Investigations Unit Incidents:	134

The thorough investigation and follow up of fire incidents also provides the immeasurable but real deterrent factor. Knowledge that each fire will be investigated and that the circumstances of each fire will be determined and documented, help prevent future fires as well as deter the arsonist from his or her sinister work.

The FIU is comprised of two full-time investigators, four part-time investigators, four part-time back up investigators, and one police detective. They work closely with other fire investigation units in the metro area.

Water Department Liaison Officer

Water main replacement and relining were continued during FY96. A new 8-inch water main was installed on Pemberton Street. All water mains west of Cushing Street were relined, as was Larch Road. In all Water Department projects, the Fire Department's needs are a high priority. Hydrants are located in the best possible locations. Due to these capital improvements 19 hydrants which were painted black were eliminated, and now there are 26 green hydrants on these streets.



Chief Kevin Fitzgerald directing operations at scene on 5 Alarm Fire at Fresh Pond Mobile Auto Clinic.

Replacement and repair of hydrants was done throughout FY96. 45 Corey or Chapman hydrants have been replaced. The most common hydrant repair has been for hydrants knocked over or struck by a vehicle. Out of service hydrants averaged eight at one time, with a maximum of ten.

Hydrant testing was performed in April and May. Engine 1 and Engine 6 performed flow tests, and hydrant districts showed improvement in flows due to water main repairs which were made in their areas recently. As a result of our efforts, there was an increase of 85 green hydrants and a total of 16 new hydrants.

Training Division

The success or failure of any fire department is directly related to its training program. It can make or break the department's operation. Since the beginning of FY96, our Training Division conducted the following classes:

June - November 1995 Semi-Automatic External Defibrillators

This is an ongoing program which was started in the Fall of 1994 to train members in the use of Semi-Automatic External Defibrillators. The program sets policies, procedures and treatment protocol for ventricular fibrillation and pulseless ventricular tachycardia. This training included members of the four designated engine companies that had not yet been trained, members of Engine Co. 6, recruits and additional department members.

July 1995 Husqvarna Cut-Off Saw

Members of Rescue Co. 1 and Ladder Co. 4 were instructed in the proper use, care and maintenance of the Husqvarna Cut-Off Saws that were purchased and assigned to their companies.

July 1995 Limited Use Hydrants

A training session was conducted explaining the use and limitations of "Limited Use Hydrants" throughout the City. These hydrants have limited flow requirements for firefighting purposes and have been painted to denote their flow capabilities.

August 1995 Drafting Evolutions

All engine companies took part in the annual pump service test conducted in the East Cambridge railroad yard along the Charles River. Proper operation of the pumper's relief valve was also covered in the training. In addition, the CANA loop, part of the Central Artery/Interstate 93 project, was reviewed with particular attention given to the project's standpipe system.

Aug. - Sept. 1995 Foam Training with Engine Co. 4

Engine Co. 4 has been designated as a foam company and now carries a quantity of Alcolac foam and a variable percentage in-line educator. Training was conduct-

ed with Engine 4 in the field covering the proper use and operation of the foam making equipment.

Oct. - Nov. 1995 Cardiopulmonary Resuscitation

Annual Cardiopulmonary Resuscitation (CPR) certification for all members of the Department.

November 1995 New Recruit Orientation

Nine (9) new members were appointed to the Department. A one-week, 40-hour course was conducted to give the new recruits an overview of the Cambridge Fire Department. In addition, a Level C CPR course and the First Responder Training program were conducted by the Training Division. Following our training, they attended the Massachusetts Firefighting Academy in Stow for 11 weeks. All recruits attending the Academy graduated with the designation of FIREFIGHTER II.

December 1995 Infection Disease Control

This was a comprehensive program following the guidelines of the USFA National Fire Academy's Infection Control for Emergency Response Personnel. The course is designed to meet the needs of responders by providing them with basic knowledge of effective infection control procedures and related skills. This program was mandatory for all members of the department. The third and final program included Incident Operations and Recovery, and Post Exposure Operations.

January 1996 Current Events for Department Officers

This training program was provided for Department officers. Topics of discussion covered changes in Department policy that occurred during the past year, plus a review of existing practices and procedures. Procedures involving record keeping and report writing were also discussed.

Jan. and April 1996 Semi-Automatic External Defibrillators

This is an ongoing program which was started in the Fall of 1994 to train members in the use of Semi-Automatic External Defibrillators. During this program, all members of the department who did not receive SAED training previously, were trained in the policies, procedures and treatment protocol for ventricular fibrillation and pulseless ventricular tachycardia.

Feb. - March 1996 Fire Prevention Regulations

The Fire Prevention Division conducted a training program for all members of the department. It included an overview of all fire prevention regulations, department forms involving inspections, and report writing.

Feb. - March 1996 Fireground Safety

This program focused on the tragic incident in

Pittsburgh, Pennsylvania in February of 1994 where three firefighters were killed during a fire in a small 3-story wood-frame dwelling. There were discussions on how to prevent such an incident from occurring here in Cambridge. Review of the Incident Command System and the functions and responsibilities of all members working at an incident were discussed.

Feb. - March 1996 Employee Assistance Program

A program was conducted for all members of the department by a representative of the City's Employee Assistance Program (EAP). The EAP is an assessment and referral program designed to help evaluate the personal stresses an employee may be facing, and to identify and refer them to the resources that offer the best solution.

March 1996 HazMat Task Force Officer Training

This program was provided for the HazMat Task Force Officers to reinforce their knowledge and skills when confronting a hazardous materials incident.

March - April 1996 Defibrillator Quarterly Review

This is an ongoing program for all members of the department trained in the use of the Semi-Automatic External Defibrillator.

Each member must demonstrate their skill level and knowledge of the equipment four (4) times each year. Training sessions are conducted by the four Rescue Company officers, Captain Michael Mahoney of Engine 2 and the Training Division.

March - April 1996 Public Relations

This program was conducted by the Department's Public Relations Officer, Captain Lawrence Ferazani. A discussion centered on the Department's role when dealing with the general public, school children, the elderly, the private sector, other city employees and the media. Each department member has a role to play to help project the Cambridge Fire Department for what it is, the best Fire Department in the State.

March - April 1996 Hydrant Testing Procedures

Training took place for all companies in the proper techniques to be used during the annual city-wide hydrant testing program.

April 1996 Confined Space Rescue Training

A comprehensive, five-day, 40-hour training program in Confined Space Rescue was provided for members of Rescue Co. 1, and Ladder Companies 3 and 4, the Department's designated Confined Space Rescue Team. The training was conducted by Urban HART, Inc., a company specializing in this type of training following the Guidelines of OSHA 1910.146. All areas pertaining to confined space rescue were covered, both in the classroom and in the field. All members were required to perform the various tasks needed to achieve a safe and successful

confined space rescue.

April 1996 Flammable Gas Firefighting

Members of Engine Company 2 and 3, with Ladder Company 1 attended the Massachusetts Firefighting Academy's Flammable Gas Firefighting School. This is an ongoing program where members attend the two-day session at the Academy in Stow when they are on duty. It is the goal of the Department to have all members attend this school.

April - May 1996 HazMat Task Force Refresher Training

The HazMat Task Force Refresher Training program is run every two years for the members of the Task Force. It consists of four (4) ten-hour days of training for each group. This is an intense training program involving fire department instructors as well as those from the private sector including Harvard University, M.I.T., American Brands, NECCO, Tanner Industries and EXXON, USA. Topics covered in the training included air monitoring equipment, air sampling tubes, Bio-Safety, toxic gases in the laboratory, radiation hazards, hazards of ammonia and gasoline tanker vehicles. The program was coordinated by DC John J. O'Donoghue, HazMat Liaison Officer.

June 1996 M.I.T. Plasma Fusion Center

A familiarization tour of the MIT Plasma Fusion Center on Albany Street was conducted for the first alarm companies and the HazMat Task Force. MIT's Alcator C-Mod project deals with experimental fusion research.

May 1996 - Present 4" Hose and Hydrant Assist Valve Training

All engine and ladder companies attended a training program to review the proper procedures and safety precautions when working with 4" hose and associated equipment.

Other Accomplishments

In April of 1995, the Department began a program of TB testing (PPD). This is an ongoing program including all members and recruits.

In November of 1993, the Department started a HEP-B vaccination program with the first of three "shots" given over a six month period. This is also an ongoing program and has been well received throughout the Department. The Training Division has coordinated these programs with the Cambridge Hospital, and "our nurse", Leslie Bartholomew.

An integral part of the training program is the Training Bulletin. The objective is to establish a criterion for the basic skills of firefighting, in addition to covering pertinent informational topics and issues.

This training is carried out on the company level with involvement by the Division Deputy Chiefs. The Training Division checks on the progress of the training by conducting sessions with the companies in the field and/or

requiring verification that the training has been completed as required.

The Training Division is also involved in research and development within the department. The Division assists and makes recommendations regarding the testing of new equipment, products and personal safety equipment for

compliance and acceptance or approval by existing safety standards.

The Training Division researched and developed the Standard Operating Guidelines and General Orders which were approved and implemented by the Chief of Department.

SUBJECT: Activity by Fire Company for FY95 - FY96

Company		Fire Duty	Medical Services	False Alarms	Mutual Aid	Totals
Engine #1	491 Broadway	1,561	263	112	0	1,936
Ladder #1	Headquarters	1,174	82	124	35	1,415
Rescue #1	"	904	2,476	40	1	3,421
Engine #2	378 Mass. Ave.	1,413	918	160	8	2,499
Ladder #3	Lafayette Square	1,290	85	146	3	1,524
Engine #3	173 Cambridge St.	698	435	75	6	1,214
Ladder #2	East Cambridge	647	77	86	2	812
Engine #4	2029 Mass. Ave.	827	582	50	24	1,483
	Porter Square					
Engine #5	1384 Cambridge St.	1,196	464	168	39	1,867
	Inman Square					
Engine #6	176 River St.	904	403	125	0	1,432
Engine #8	113 Garden	857	268	60	0	1,185
Ladder #4	Taylor Square	870	86	62	1	1,019
	"					
Engine #9	167 Lexington Ave.	471	328	36	20	855
TOTALS		12,812	6,467	1,244	139	20,662

Police

The 1995 crime index reported for the City of Cambridge to the Federal Bureau of Investigations Uniform Crime Reporting Program was the lowest total reported in over 35 years. For seven of the past ten years, total serious crime has decreased in Cambridge. The Part One Crime Index in 1995 registered an 4% decrease when compared to 1994. In 1995, there were 5,620 incidents reported compared to 5,864 incidents recorded during January to December, 1994.

Analysis reveals that violent crime increased by 2% while property crime decreased by 5% in 1995 when compared to 1994 totals.

Statistics for 1995 indicate that decreases were registered in auto theft (-27%), larceny (-7%) and assaults (-2%). Increases were registered in rapes (+25%), robberies (+7%), and burglaries (+23%).

Crime	1992	1993	1994	1995
Murder	2	2	1	3
Rape	33	30	28	35
Robbery	286	253	276	295
Assault	551	643	473	463
Burglary	866	929	774	953
Larceny	3 326	3 563	3 551	3 313
Auto Theft	887	964	761	558
Index Totals	5 951	6 384	5 864	5 620

During calendar year 1995, the Police Department was responsible for a total of 2,526 arrests. Of this total, 815 arrests were for felonies while 1,711 were for misdemeanors.

Reportable accidents increased 12% in 1996, compared with the previous twelve month period. A total of 2,550 accidents were reported throughout the City of Cambridge.

Officers assigned to all uniformed patrol issued 23,729 moving vehicle citations and 43,841 parking tickets.

The Crime Analysis Unit published the 1995 Annual Crime Report and Neighborhood and District Crime Profiles. A Neighborhood Crime Profile is comprised of statistics for the City's thirteen neighborhoods as designated by the Community Development Department. The focus of the report is on the five target crimes the Crime Analysis Unit monitors to establish thresholds and to forecast potential crime trends. Data on drug arrests, ongoing crime trends, community concerns and crime projections can be found in the year's review for each neighborhood. For the first time, similar profiles were issued for the City's business districts. Neighborhood and Business Crime Profiles are updated and issued quarterly. In August, the Police Department held its fifth Annual Open House. Over 8,000 people visited and attended a number of demonstrations and exhibits.

In order to provide safety and security during the holiday season to citizens and shoppers throughout the City, the Police Department conducted Operation "Christmas Grinch V" during the month of December. A series of two uniformed walking patrol officers were assigned in various residential and commercial areas of the City. The officers provided a uniform presence to deter typical holiday crimes.

\$667,215 in grant funds were solicited and approved for various programs during the fiscal year:

- \$5,000 from the Governor's Highway Safety Bureau for speeding, safety belts, and child restraint enforcement.
- \$379,843 from the Massachusetts Executive Office of Public Safety in order to implement community policing initiatives citywide.
- \$153,372 from the US Department of Justice for the hiring of six (6) bilingual officers (second of three years).
- \$28,000 from the Massachusetts Executive Office of Public Safety to assist in the continuation of the DARE Program.
- \$100,000 from the US Department of Justice for an innovative collaborative effort with the community and neighborhood health clinics to combat domestic violence.

Commercial security and Police Department representatives continued a liaison program. Regularly scheduled monthly meetings were designed to exchange selected information to increase the information network and crime reduction methods through proactive model design.

A Leadership Council consisting of representatives from local government, neighborhood groups and business associations, continued to assist the Police Department in the implementation of the community policing philosophy.

A Youth Advisory Board, consisting of young people from the various City neighborhoods, was also formed to address issues involving the youth of the City.

The Sexual Assault Unit increased its case clearance rate from 71% to 78%.

The Investigation Section worked on a number of high profile cases during the fiscal year:

- A successful and productive surveillance in the East Cambridge area resulted in two arrests and the seizure of a large quantity of heroin.
- In August 1995, a city-wide warrant sweep was conducted in cooperation with the State Police Fugitive Apprehension Squad. The operation, which netted eight arrests, was aimed at capturing a number of career criminals, most of whom had been fugitives for substantial periods of time. A second sweep was conducted in September, resulting in ten additional arrests.
- The Vice/Narcotics Unit targeted a number of "escort services" that were located and doing business in Cambridge. A sting operation was set up and four arrests were made on prostitution related charges.
- In October 1995, in conjunction with the 50th anniversary celebration of the United Nations, twelve different heads of state visited Cambridge.
- Subsequent to a lengthy surveillance, nine individuals, all patients at the hospital's methadone clinic, were arrested for drug trafficking.
- During the month of March 1996, acting on information supplied by a confidential informant, an investigation in the Cambridgeport neighborhood resulted in an arrest and the recovery of 55 bags of heroin.

The highly successful Drug Abuse Resistance Education (DARE) Program continued in all of the City's elementary schools. During the year 600 students completed the program.

The Public Information Officer organized and hosted a weekly show on Cambridge Access Cable which focused on a variety of police related issues.

Personnel of the Community Relations Sections participated in the "NiteStop" Program. They worked in partnership with various City agencies to providing workshops for the students in the City during school vacations.

In cooperation with the Massachusetts National Guard, the Department converted a building on the grounds of the Concord Avenue Armory to a state-of-the-art vehicle maintenance garage for the police vehicles.

The Department installed mobile data terminals in six (6) marked police vehicles. These computers are tied into the State information and Boston Police networks and allow officers access to a variety of information.

A new Officer "Caring" robot was acquired for use in the Department's child safety programs in the schools.

Two (2) Citizen Police Academies were held which allow citizens to attend weekly seminars on the Department's organization, policies, procedures, etc.

Traffic, Parking & Transportation

The primary function of the Traffic, Parking and Transportation Department is public safety. The Department has four goals: Increase the public safety of our transportation facilities; support the transportation needs of the City's residents, businesses and institutions; enhance the Department's customer service orientation; increase the efficiency of the operations and procedures of the Department. The Department works closely with various other City Departments including Public Works, Police, Schools, Community Development and others in reaching these goals.

Traffic Engineering Division

- **Worked with Community Development** to review traffic impacts of various development projects such as Porter Square shopping center rehabilitation, Alewife and University Park.
- **Participated in the major transportation planning projects** being undertaken by the City, including Central Square, Fresh Pond Parkway, Cambridgeport Roadways, North Point, Lafayette Square/Mass. Ave. and Quincy Square.
- **Trucks.** Performed truck study and secured State approval for Fulkerson Street truck ban which was instituted on May 7, 1995. A study for a nighttime restriction on Putnam Avenue was also initiated and will be approved shortly. Participated in the ongoing City Manager's Truck Advisory Committee to develop recommendations for the City's truck policy.
- **Pedestrians.** Participated in the Pedestrian Committee. Added crossing time to signals at Harvard Square at the Coop, Porter Square at White Street, Mass. Ave. and Churchill Ave., Cambridge St. and Miller River Apartments, Mass. Ave. and Hancock St. and Cambridge St. at Cambridge Rindge and Latin School.
- **Bicycles.** Participated in the Bicycle Committee. Added 3 miles of bicycle lanes. Worked with Public Works repaving program to add bicycle lanes to Huron Ave., and Mt. Auburn Street. Traffic, Parking and Transportation staff installed bicycle lanes on Shepard, Chauncy, Wendell and Everett Streets. Planned edge lines on Hampshire Street, bike lane on Little Concord Ave. and improvements to Arsenal Square. Also working on bicycle issues related to Cambridge Common and getting bicycle riding off sidewalks.
- **Engineering.** Continued with normal engineering responsibilities including: issuing street closing or obstruction permits, replacing or adding signs, about 1,400 signs; and pavement markings, 1,400 crosswalks and over 150 miles of linear lines.
- **Signals.** Maintenance of the 132 signalized intersections

and 36 flashing beacons. Signals on Garden Street at Arsenal Square and Appian Way have been brought on line. A major initiative to replace the walk signals with more reliable and readable housings is underway.

- **Schools.** An interdepartmental team representing the School Department, Police and Traffic, Parking and Transportation worked together to evaluate safety and transportation issues around each city school and to make improvements. The results were given to the City Council and the School Committee. The Departments will continue to work together over the 96-97 school year.
- **Traffic Calming.** This is an increasingly important initiative for the Department in dealing with the concerns of residents about vehicles speeding on residential streets. Projects completed during the year included Foster and Sparks, Mass. and Bow and Bow and Arrow, Brattle, Sparks and Craigie, Arsenal Square, Huron Ave., Vassal Lane at Huron Ave. and Cushing St. at Huron Ave. The designs for Mass. Ave. and Arrow and Craigie and Berkeley will be Cushing St. at Huron Ave. The designs for Mass. Ave. Arrow and Craigie and Berkeley will be completed in fall 1996. In addition, planning and designs for Berkshire and York Street area and Cedar and Dudley were initiated. These two projects will be built in Spring 1997. Also in the planning stages are Upland Rd., Concord Ave., Orchard St., Oxford St. and Line and Cambridge streets.
- **Tour buses.** Work with Tourism office, Harvard Square Business Association and tour operators increased. Three tour bus parking areas were created in Harvard Square.

Parking Control Division

- **Maintained division goal** providing a high turn over of metered parking in the City's business district, to provide residents with on-street parking in their neighborhoods and to enforce our curb side parking regulations, especially to protect public safety.
- **Resident Permits.** 42% of 1996 resident permits were renewed by mail, an increase of 234% over the previous year. The goal for 1997 mail renewals is 50%.
- **Parking Tickets.** Customer assistance continues to be a priority for the employees in this Division. Pay by phone and credit card payments continue to help customers. The collection rate for tickets issued to Massachusetts plates is 80-84%.
- **Parking Meters.** This year the Department was able to recondition over 750 parking meters that were taken off the street due to sidewalk construction and parking lot improvements.
- **Enforcement.** The creation of two bicycle routes has enabled Parking Control Officers to more efficiently cover their routes.

- **The Cambridge Hospital.** The Department continues to be pro-active in working with the Cambridge Hospital on planning the changes in the operation of hospital parking when the REACH construction program starts in 1996. The Department co-chairs the Hospital Parking Management Committee with the Hospital and Mid-Cambridge residents.
- **Parking Freeze.** Management of the city's Parking Freeze Ordinance has been ongoing. Extensive staff support has been provided for the work to modify the agreement with the State and Federal governments controlling the freeze.

General Administrative Support Services Division.

- Work started on the renovation of the Department's offices on the first floor of 57 Inman Street. In addition to rehabilitating current offices, a new combined resident permits, and parking tickets cashier windows and back office support space has been created.
- Efforts to reduce sick time abuse and control overtime were ongoing.

Police Review and Advisory Board

The Cambridge Police Review and Advisory Board was established in 1984 by City Ordinance. The primary function of the Board is to hear and decide complaints of misconduct filed against Cambridge police officers, as well as complaints by departmental employees against the Police Department. The Board also reviews and makes recommendations regarding the Police Department's policies, practices and procedures.

It is the responsibility of the Police Review and Advisory Board to ensure that citizen complaints against members of the Cambridge Police Department are met with in a timely, thoughtful, methodical, and decisive way, and that determinations are handled through unbiased investigations. The members of the Board are committed volunteers who have demonstrated extreme flexibility, patience and discipline in exchanges with all involved, from complainants, to police officials and the city administrators and the media. Although the Board members are diverse in personal background and perspective, they are bound by one common objective: to serve our city with community with fairness, sensitivity, and integrity.

Below, the report summarizes some of the specific accomplishments and community outreach projects of the Police Review and Advisory Board for FY96.

The Police Review and Advisory Board received 54 complaints of police misconduct in FY96. Of these, the Board formally resolved thirteen, along with eight other complaints that had been filed prior to FY96. Other complaints were resolved either informally or administratively through the efforts of the Board's executive secretary. Complaints received by the Board are broken down

by type and action taken as follows:

Cases Resolved Formally	21
Cases Resolved Administratively	9
Investigate Hearings Held	25
Full Hearings Held	3
Policy Recommendations	5
Cases Pending	11

- Excessive force
- Discourtesy
- Improper stop or detention, search and seizure, arrest
- Inadequate investigation or improper police report
- Discrimination by race, color, or national origin
- Harassment
- Improper police procedures
- Improper traffic citation or police tow

In 1996, the Board received a substantial number of calls from people seeking advice or wishing to find out what kind of assistance the Board provided.

Although the executive secretary cannot directly assist persons who approach the Board with matters outside the Board's jurisdiction, the Secretary was often able to refer them to the appropriate agency. In this capacity, the office provided important referral services and thus helped to foster a sense that the City is accessible to the needs and inquiries of all in the community. As a result of an investigation, The Board made the following recommendations to the City Manager and Police Commissioner.

On December 14, 1995, the Board initiated its own investigation by reviewing all citizen complaints filed both with the Police Review and Advisory Board and the Police Department's Internal Affairs Division. The Board's investigation found persistent allegations of rude and discourteous behavior on the part of a particular handful of police officers toward the public. The Board recommended to the City Manager and the Police Commissioner to make serious efforts to continue to instill a respectful attitude in the errant officers to members of the public.

Case No. 95-02: In this matter, a complaint was filed by an officer against the Police Department. The Board investigated the complaint and held a full hearing in this matter. The Board decided by unanimous vote not to adjudicate the complaint on the merits. However, given the nature of the alleged infraction by the complainant officer and in consideration of the officer's length of service and otherwise untarnished record as a police officer, the Board made these recommendations:

- A. That the reprimand letter should be removed from the officer's personnel file, because the time that it has remained on file has been nearly two years and no further complaint about the officer's conduct as police officer has been made in the interim.
- B. That the investigation of the incident complained of should be reopened by the Acting Police Commissioner if the City Manager in his discretion elects

not to adopt the Board's recommendations to withdraw the letter of reprimand.

- C. That in the event none of the foregoing recommendations are achieved, the Board requests that the City Manager direct the Acting Police Commissioner to insert this letter in the Officer's personnel file.

Case No. 95-07: The Board investigated this matter and held a full hearing as a result of a citizen's complaint. The Board determined unanimously based on the testimony and documents provided to dismiss this case for lack of evidence to support the complainant's claim. However, the Board's investigation revealed the police officer inappropriately did not follow the police department's regulation. General Order issued by the Chief of Police, number 62, series - 1986, stipulates that a vehicle inventory form must be completed for any motor vehicle tow, for any reason except street cleaning and snow emergencies.

The Board believes that non-enforcement of this regulation by the Police Department would create difficulties and might initiate claims against the city. This was avoidable and it denotes the risks of not filling out the forms as required. Investigation further revealed that presently the police department loosely enforced this policy.

The Board recommended that the City Manager and the Police Commissioner take appropriate steps to insure these forms are always completed. Additionally, to insure the enforcement of this regulation, the Board suggested that the Police Department make sure each officer is familiar with this type of form.

Case No. 94-08: The Board in response to a citizen complaint conducted an investigative hearing in this matter. The complainant agreed to withdraw the claim against the respondent officer based on the Board's representation that it would make a policy recommendation. The Board urged the city Manager and the Police Commissioner to emphasize to police officers the need to exercise good judgement when a citizen is stopped for a minor traffic violation; the citizen was then, disengaged from driving because he did not have a Massachusetts driver's license.

Case No. 96-13: As a result of the Board and the Internal Affairs' investigation of a citizen complaint of rude, discourteous, and unprofessional behavior, the respondent officer was found in violation and disciplined.

COMMUNITY OUTREACH

The Board continues to distribute flyers at various community centers, public libraries and other City agencies. The Board also placed an informational message about its function with the Cambridge Cable Television station Channel 37, and with the School Department News, Channel 36. The message is in English, Haitian Creole,

Portuguese, and Spanish.

OTHER COMMUNITY-ORIENTED ACTIVITIES

During FY96, the Board's executive secretary participated in various community-based activities and City responsibilities, in particular, services sponsored and coordinated by city community agencies. Below is a sample of these activities:

COMMUNITY ORIENTED POLICING LEADERSHIP COUNCIL

The Board's executive secretary is a member of the Community Oriented Policing (COP) Leadership Council, and is also on the steering committee responsible for developing a statement of purpose and problem-solving strategies. The steering committee and the COP Leadership Council meets monthly. Under the COP, the Police Department, various city agencies and the community work together in creative ways to identify problems, collaborate on solutions and then implement the solutions. The Council members are city officials, members of area businesses and clerical communities, and representatives of community action groups.

Inspectional Services

The Inspectional Services Department was created in 1983 by a Home Rule Petition of the Cambridge City Council, and was enacted into law by the Governor and State Legislature. By that action, the Building Department was abolished and its functions, together with the housing code and sanitary inspection functions, formerly under the supervision of the Commissioner of Public Health, were merged to create the Inspectional Services Department. It is important to note, however, that the authority for the actions of these code and sanitary inspectors flows from the Chief Public Health Officer.

The Department is responsible for all laws and related City Ordinances which pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. More specifically, these responsibilities encompass the administration of the building, electrical, plumbing/gas and mechanical codes together with articles of the State Sanitary Code covering housing and food establishment inspections and lead paint and asbestos testing and removal. In addition, a major and highly visible function of the Department is the enforcement of the City Zoning Ordinance and the provision of staff support to the Board of Zoning Appeals.

For FY96, the Department was responsible for revenues and fees collected from building permits to milk licenses totaling \$2.38 million. Fees for building permits accounted for \$1.71 million or approximately 72% of that total. These building permit fees represent over \$170 million in construction in the City of Cambridge. In addition to this, there was a total of \$23 million in construction for City construction and public housing projects bringing the total construction in the City in FY96 to \$197

million. The \$2.38 million in fees contrasts to Departmental expenditures of \$1.38 million or an income exceeding expenses of 55%. The workload for FY95 continued at very high levels as compared to previous years. Fees collected as compared to the FY94 annual report were up by 3% and the Department issued 1672 building permits, about the same as the previous year which was the highest number in the past six years.

Another indicator of workload is the large number of complaints received by the Department. In FY96, 2682 complaints, 224 per month on average, in 28 different categories ranging from "general inspections" in housing (most numerous at 676) to odors were reported. The number of complaints increased by 5% over FY95. It appears that the phasing out of rent control has not had an impact on the numbers of complaints received by the Department. Inspectional Services takes satisfaction in the fact that the vast majority of these complaints were resolved without resorting to legal action largely through the efforts of the assigned Inspectors. Even so, it was necessary to refer approximately 190 cases to criminal court for resolution which is down slightly from the previous fiscal year. In this regard, it is significant to note that a total of 1147 individual hearings were conducted on these new and existing cases in Criminal Court on complaints issued by the Inspectional Services Department. The management of this caseload through the various levels of the judicial process represents a significant workload within the Department.

In the area of zoning administration, the caseload continued at a very high level. 190 new cases were heard along with 68 continuances for a total of 258 hearings. This workload was approximately the same as in FY94. 30 evening sessions were conducted by the Board of Zoning Appeal with an average of 9 cases heard of each session with some extending into the early morning hours.

Department management continues to focus on customer service and efficiency improvements. Additionally, aggressive employee development and training programs were emphasized in all areas with a total of 30 formal training seminars provided to staff members. Maximum advantage has been taken of the City wide training programs offered by the Personnel Department. The functions of the Inspectional Services Department are under continuous review to ensure that services are delivered in the most efficient manner possible and that the citizens of Cambridge are consistently treated as valued customers.

Significant events and accomplishments for FY96:

- Developed Inspectional Services Department information program in Portuguese language on open link talk show on public access television (Channel 54).
- Met with and participated in the Insurance Services Office (ISO) Building Code Effectiveness Grading Schedule. Ultimately, the information from this program has the potential to effect commercial and residential insurance rates. The grading for the Inspectional Services Department is expected to be made available in FY97.
- Improved permitting procedures to insure related Laws

and City Ordinances and procedures are complied with. Examples include: procedures to insure compliance with homeowner contractor improvement law; and procedures to insure proper bonds are in place before approving permits effecting public ways.

- Managed Development of computerized program for automating curb cut application procedures involving several City Departments and the City Council.
- Established a voluntary food safety training program for Cambridge food handling establishments. This is a basic 3 hour seminar at no cost to the City using professionals in the field.
- Sponsored training in the Heimlich Maneuver for restaurant workers through Youville Lifecare (Youville Hospital) professionals.
- Developed revamped massage licensing program and regulations in conjunction with Commissioner of Health and Hospitals.
- Instituted tobacco sales permitting system.

License Commission

The City of Cambridge License Commission is comprised of a civilian chairperson, the Fire Chief and a Police department representative. A Public Safety Department, the Board is charged with the responsibility of issuing licenses and enforcing rules, regulations, local ordinances and state laws that regulate and pertain to the sale of alcoholic beverages, common victualers, innholders, lodging houses and dormitories, garage and gasoline storage permits, shops and sales, hackney carriages and drivers, open air parking lots, entertainment, fortune tellers, raffles and bazaars, festivals and carnivals, used car dealers, peddlers and vendors, jitneys and livery/limousine licenses in the City of Cambridge.

During FY96, the Commission's four-person front office staff renewed approximately 2,200 annual licenses in the above categories and issued 689 one-day alcohol and entertainment licenses, raffle, bazaar and vendor permits. Continuing as a major revenue-producing department, the Commission's staff collected over 1.5 million dollars in licensing fees which funded the cost of running the License Commission's office and field operations. The balance of this revenue went to support the enormous indirect costs associated with license regulation in Cambridge such as emergency public safety response to licensing establishments.

The License Commission convened for 23 public hearings and made decisions on 399 agenda items including, but not limited to, 213 applications for new licenses and transfers, 47 complaints and disciplinary hearings, 9 requests, 110 ratifications, and 4 policy hearings.

The License Commission's full time Chief Licensing Investigator and part time Licensing Investigator conducted 1,451 investigations in the following categories: 456

Alcohol Investigations; 182 Common Victualer Investigations; 390 Entertainment Investigations; 50 Noise Investigations; 296 Gaming Device Investigations; and 77 investigations of Vendors, Used Car Dealers, Open Air Parking Lots, Lodging Houses, Junk Stores, and Garage and Gasoline licensees.

Many of the alcohol and Common Victualer Investigations were administered during the weekly Task Force Investigations which are coordinated by the License Commission staff. This investigative unit combines the investigatory expertise of the License Commission, Building Department, Fire Department and Police Inspectors and assures compliance to Building and Fire Codes as well as License Commission Rules and Regulations.

The Chief Licensing Investigator and Hackney Police Officer combined their expertise to investigate reports of underage drinking in Harvard Square. This investigation resulted in disciplinary hearings of only two licensees out of 23 investigated. Disciplinary hearings were held wherein the licensee received a six-day suspension and the underage drinkers were prosecuted in court and received \$100.00 fines and community service.

The Hackney Police Officer and part time Civilian Inspector, with the assistance of the Public Works Department mechanic, thoroughly inspected each of the 248 licensed medallion vehicles during the month of April. Each of these vehicles underwent an additional inspection during the month of October to confirm that it was prepared to operate during the harsh winter months. Additionally, each vehicle sold, was required to pass yet another inspection prior to the final approval of the medallion transfer. All vehicles this year were required to be nine years old or less in order to pass inspection. This division also worked with the Commission and the hackney industry to make changes in the Hackney Rules and Regulations on the age of a vehicle and recommendations on leasing rates for vehicles.

The Executive Officer continued to work with the Cambridge Taxicab School, Inc., to train and educate taxicab drivers for the city. The private initiative, partly funded by the city, hired a new Director this year to bring a more professional look to the school and amended its curriculum for better understanding. A 50% increase in the pass rate of the school was realized by these changes.

Also the Executive Officer headed a committee to add accessible vans to the taxicabs of the city. The committee consisted of city departments, residents and tax owners and drivers for a wide variety of interests to be represented. Four new medallions will be added to service, primarily for the disabled and elderly of Cambridge next fall.

CONSUMER COMMISSION

The Commission works in cooperation with the Attorney General's office of the Commonwealth to mediate individual consumer/business disputes to eliminate the need for either party to go to court to resolve the conflict. The staff also is watchful of any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the experience and information gained from the hundreds of individual complaints filed each year by area residents, the Commission (also known as the Consumers'

Council) can be an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for the citizenry.

In FY96 the Consumers' Council actively assisted in the mediation of over 1,000 written consumer complaints and offered telephone advice to over 6,000 individual callers. Over \$266,000 in refunds or savings to consumers resulted from the disputes that were successfully resolved with the Council's intervention. Annually, more than fifteen college or law students work as interns in the Council's office mediating complaints.

The Consumers Council's Executive Director serves as the consumers' voice on several advisory boards and committees to ensure that the needs of citizens are considered. On the city level, this includes the Commission for Persons with Disabilities, the Environmentally Desired Practices Committee, Community Orientated Policing Leadership Council and the Cambridge Postal Customer Advisory Group. The Director serves in two state-wide positions: as consumer representative to the Home Improvement Contractor Advisory Board; and also as the Chairman of the Massachusetts Consumers' Coalition.

Consumer rights information from the Council and a "Quiz" to test your knowledge is available on the City of Cambridge Home Page on the Internet. The Council has already received "on-line" complaints and questions via e-mail. Written materials on a variety of consumer topics are available for free at the Council's office at 831 Massachusetts Ave.

In FY96, in addition to city funding, the consumer office received a grant of \$4,000 from the Somerville-Cambridge Elder Service Title IIIb grant program to serve the consumer protection needs of Cambridge senior citizens. A monthly consumer information article appeared in the Council on Aging's Newslines in FY96 and some workshops were conducted at the new Senior Center at 806 Massachusetts Avenue. The staff of the Consumer's Council has a strong commitment to the consumer protection needs of Cambridge seniors. The annual grant from Attorney General Scott Harshbarger to serve the residents of Boston and Cambridge was increased to \$68,000 for FY96.

Weights & Measures

The Department of Weights and Measures consists of a one-person staff and is charged with the responsibility of ensuring that equity and fairness prevail in the market place between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments.

It is the duty of the Department: to enforce the General Laws of Massachusetts, local ordinances and regulations relating to the accuracy of weighing and measuring devices and the weight, measure, and count of commodities offered for public sale, and in sealing or condemning of devices tested; to perform such work in accordance with State laws and regulations or municipal ordinances, and subject to review through reports to, and

periodic checks by representatives of the State Division of Standards; to seal all City of Cambridge scales - hospitals, health, clinics, and schools; to inspect prepackaged food and merchandise for compliance with weight, measures and count requirements and for proper labelling as to weight, measures and extended price; to investigate complaints of short weight, measure and count; to seize unsealed weighing or measuring devices or those not conforming to legal standards; to testify in court; to check transient vendors for possession of license and to inspect weighing and measuring devices used by such vendors for evidence for prior testing and approval; to give advice to merchants relative to packaging and labelling goods; and to solicit and maintain the understanding and cooperation of merchants and the general public.

This Department uses Handbook 44 promulgated by the National Institute of Standards and Technology on specifications, tolerances and other technical requirements in its testing procedure on weighing and measuring devices.

The following devices were tested and sealed during FY96:

Scales	over 10,000 lbs	11
Scales	5 000 to 10,000	10
Scales	1 000 to 5,000	30
Scales	100 to 1,000	67
more than	10 less than 100	700
	less than 100	30
Weights	Avoirdupois	298
	Metric	220
	Apothecary & Troy	192
Liquid Measuring Devices		
	Gasoline pumps	400
	Vehicle tanks	25
Taxi meters		360
Inspection of pre-packaged food items		6,000
Sealing fees		\$17,845



Sealer Francis Tobin testing taxi meter for accuracy.

Electrical

Administration

Administration is responsible for overall management of the department, all personnel, training and policies and procedures. It is also responsible for inspections of utilities that are installed, repaired or moved within the public way, and involved with the design and installation of electrical systems associated with public buildings and outdoor recreational areas.

Signal Maintenance

This allocation is used for: personnel and equipment used to maintain the city's Fire Alarm System; connecting public and private buildings directly to fire dispatch for early acknowledgment of detection of smoke or fire within a facility; public alarms for police response in designated recreational areas throughout the city; and maintenance of fire alarm systems for all public buildings.

Electrical Services

This expenditure supports the personnel that are responsible for electrical installations and maintenance of all electrical systems on public property, and includes street lighting in various locations, lighting in parks and outdoor recreational facilities, installation of equipment for power, lighting and heating controls in all public buildings, cabling for telephone and computer systems, and security systems for all city buildings.

Exterior Lighting

This division is responsible for the installation, maintenance and energy used for street lighting for all public streets within the city.

ACHIEVEMENTS:

During FY96 the department accomplished the following:

- Upgraded computer equipment for the department.
- Cabled and installed a new equipment for the Municipal Fire Alarm System which includes three telephone systems, radio equipment, recording equipment and other components of the new Emergency Communications Center.
- Installed new communications equipment in each of the fire stations to receive calls from fire dispatch.
- Continued expansion of the Citywide Network infrastructure.
- Tested interior fire alarm systems of each City building.
- Connected 5 additional private buildings to the Municipal Fire Alarm System.

- Installed a Public Emergency Police Alarm in Linear Park.
- Tested all Public Emergency Police Alarms.
- Installed wiring and electrical equipment associated with the renovation of the first and second floor of the facility of the City Hall Annex.
- Installed wiring and electrical equipment for the relocation of several existing offices at the Water Department.
- Installed electrical service and telephone equipment for a new facility: the North Cambridge Police and Communication Service Center.
- Installed local area networks (LAN's) for the Public Works main office complex, City Hall Annex, Police Headquarters, Fire Headquarters and the Senior Center.
- Wired all equipment and upgraded existing electrical systems and lighting at the Police Department's new maintenance facility.
- Installed lighting in the walkway from Museum Street to Francis Avenue.
- Installed additional lighting at Corporal Burns Playground.
- Made improvements to existing lighting at Fort Washington and installed additional lighting.
- Installed flood lighting for the tot lot at Tobin Field.
- Made improvements to street lighting at Cambridge, Brookline and Otis Streets and at other locations in the City.

Emergency Management

The Cambridge Emergency Management Department is the primary agency in Cambridge to plan for natural and other catastrophic disasters and coordinate the response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). These agencies work closely with the Cambridge Emergency Management Department in preparing governmental responses to natural and other catastrophic disasters.

The Emergency Management Department prepares contingency plans for natural disasters such as hurricanes, tornadoes and blizzards and their consequences such as power failures or other utility failures. The department works closely with voluntary agencies such as the American Red Cross to ensure that residents affected by fires, urban flooding or other localized disasters receive the assistance they need. During FY96 a complete redraft of the Comprehensive Emergency Management Plan was begun which should be completed during the fall of 1996.

In March of 1996 the Emergency Management Department created its own "Homepage" on the City of Cambridge internet server. This page has links to 16 pages that were created in order to provide information on specific hazards as well as links to several weather servers, FEMA and the Harvard University Chemical Safety webpage. The pages were created to increase hazard awareness in Cambridge and to provide hazard specific information to residents. Given the large number of Cambridge residents with internet access, it is expected to be well utilized. The URL of the Emergency Management Homepage is "<http://www.ci.cambridge.ma.us/~EM>"

Cambridge is home to a number of companies and institutions that present a wide variety of hazards. There are 51 facilities in Cambridge licensed to possess and use radionuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also a number of laboratories licensed to perform genetic research using Recombinant DNA. It is not certain how many companies and institutions maintain stocks of hazardous chemicals, but about 53 facilities have sufficient quantities of hazardous materials that the reporting provisions of SARA require that they report their chemical inventories.

These hazards, most of which are relatively small in scale, are remarkably diverse and present a real challenge for public managers involved with public safety planning. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. In November 1986, the federal government enacted the Superfund Amendment and Reauthorization Act (SARA). Title III of SARA requires that state and local governments establish Emergency Planning Committees to draft contingency plans for hazardous material incidents. SARA also requires that firms using hazardous chemicals file inventories of such material with the City and file material safety data sheets of all material contained in the inventory.

The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking the Emergency Management Department with the Fire Department and Health Department. This computer system which was financed in part with Federal Emergency Management Agency funds, contains a database of the SARA inventories and material safety data sheets. This geographic database has been based upon CAMEO software developed by the National Oceanographic and Atmospheric Administration (NOAA), which locates hazards, resources and special risk populations such as schools, hospitals and day-care centers on a computer map. During late May of 1996 the system was upgraded to the CAMEO for Windows system at the Emergency Management office. During FY97 CAMEO for Windows will be installed at the other locations.

During FY96, the department maintained and updated several databases which provide additional information to assist with planning and emergency response. These include: Bretherick's Reactive Chemical Hazards Database; CCINFO which is produced by the Canadian Centre for Occupational Safety and Health and includes Material Safety Data Sheets (MSDS's) on over 165,000 chemicals; and the HMIS database which is produced by the United States Navy and includes MSDS's on over

120,000 products used by the United States Department of Defense. The data included in these programs has been used by the Fire Department, the Health Department and the director of the Cambridge Environmental Program. In June of 1996 the department obtained a laptop computer which will enable the facility inventories and some of the hazardous material databases to be assessed at the scene of incidents.

Plume trajectory modelling is also performed using the ALOHA algorithm contained within the CAMEO hazardous material database program. Consequence modelling is also performed using ARCHIE, a software package provided by FEMA.

During FY96, the Cambridge Auxiliary Fire Department (CAFD) membership was held at 22 members, the largest membership level in the past 25 years. Additional applications were received but it was decided not to let the membership grow beyond that number due to budgetary constraints and equipment capacity. The CAFD operates an American-LaFrance pumper that was converted for use as a lighting plant and equipped with a new 15,000 Watt electrical generator that entered full service in the Fall of 1993. During FY96 the CAFD responded to a number of multiple alarm fires in Cambridge and nearby cities and towns. During FY96, the CAFD received the donation of a used ambulance from the Fallon Ambulance Service. This ambulance was repainted and lettered and will be in full service early in FY97. It will be utilized as a rehabilitation van to provide hot and cold liquids to firefighters at the scene of major fires. In addition to providing service to the firefighters at fires, the new van will increase the training opportunities for the CAFD volunteers.



The Cambridge Auxiliary Fire Department volunteers train with the Lighting Plant and the new "Rehab Van" donated to the Emergency Management Department by Fallon Ambulance Service.

Kneeling (l to r) Lt. Matt Wooldridge, Capt. Steve Sedlis. Standing (l to r) CAFD Firefighters Ryan Epps, Mike Dwyer, Kevin Cuqua and Matt McGovern

The Cambridge Emergency Management Department is jointly responsible, with the Cambridge Police

Department, for the Cambridge Auxiliary Police Department. The CAPD has developed the capability to respond rapidly to incidents and has a number of volunteer officers who are called out to the scenes of fires and major crimes to provide crowd control and free up regular officers for investigation and patrol duties. The CAPD is noted for the long term dedication of its officers. There are still two active officers who began as Civil Defense Police during World War II. As of the end of FY95 there were two officers with over 50 years of service and several others with over 30 years or 40 years of service.

During FY96, the Director and Deputy Director of the Cambridge Emergency Management Department continued assisting the MEMA Region I staff in training exercises for the hazards presented by Seabrook Station, by serving as Administrative Officer and resource staff at the MEMA Region I Operations Center. The MEMA staff provides extensive free training for the Cambridge Emergency Management Department participants in the functioning of MEMA during a major emergency and facilitates cooperation with MEMA. During FY96, the Director served as Treasurer of the Massachusetts Emergency Management Association and was involved in organizing a conference held in Boston in June 1996 for Emergency Management and other public safety officials. The conference was attended by 1100 people from 23 states and 4 countries.

The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators have continued to train and participate in regional and statewide drills. The radio amateur volunteers utilize "packet radio" which enables the linking of the computer to the radios to transmit text in rapid bursts. They also are using HF and 6m. amateur radio to provide an emergency link to state agencies which would be available in the event of a telecommunications failure.

Emergency Communications

The Cambridge Emergency Communications Department is a two-year-old department established to create and operate a consolidated 911 and Emergency Communications Center, to manage the public safety computer systems and to operate the city's radio systems.

The Emergency Communications Director is responsible for the overall direction of the Department; he also serves as the City's 911 Director in preparation for the installation of Enhanced 911 telephone equipment in December of 1996. He is assisted by an Administrative Assistant who performs all administrative, clerical and support functions in the department including payroll, purchasing, inventory tracking, reporting, data entry, personnel recruitment and testing and general office management functions.

In addition to the Administrative Assistant, the Department hired and now employs a full-time Public Safety Computer Systems Manager, who manages, programs and services all of the computer systems in the Emergency Communications, Police, Fire and Electrical Departments.

Fire Alarm Operations moves into new Emergency Communications Center (ECC)

The Fire Alarm Office moved into part of the new Emergency Communications Center when construction of the ECC was substantially completed in April of 1996. The Fire Alarm Office is responsible for the handling of all calls for emergency medical and fire services most of which have been originally answered and transferred from Police Communications.

During FY96 Fire Alarm handled 13,958 total Fire and EMS incidents (3,201 of these were handled solely by Professional Ambulance), managed the telephone switchboard for the Fire Department, and processed 6,400 fire alarm box disconnect requests. In the year the Fire Department was dispatched to 12 multiple alarm fires, one of which was a five-alarm fire in a garage building near Fresh Pond.

When Fire Alarm moved into the ECC they began use of a variety of new radio, fire alarm monitoring and fire station alerting equipment. Training was provided in the operation of this new equipment, prior to moveup.

Construction of the new Emergency Communications Center (ECC) is completed.

The ECC construction was substantially completed in April of 1996, allowing the Fire Alarm Office to relocate into several of the eight new console positions installed in the ECC's Main Communications Room. Between April and June 30, the remaining police-related equipment was installed in the ECC to prepare for the arrival of the police dispatch and 911 call-answering functions.

The ECC facility contains 6,000 square feet of renovated space including a 44' by 17' Main Communications Room with eight ergonomic dispatch console positions for 911 call-taking, police dispatch, fire/EMS dispatch, police and fire business call answering, police computer operations and shift supervision. Overlooking the Main Communications room is an equipment room which contains a complimentary set of equipment and houses the Chief of Operations. Behind these rooms is a dispatcher break room with a fully equipped kitchen, a locker room with 40 regular and special clothing lockers and two accessible bathrooms. The entire floor is secure and is served by an elevator with key-lock access.

The ground floor contains a telephone and electric equipment room, a computer room, a radio equipment room, two storage rooms, a training and conference room, and an administrative area with three offices. The front door is accessible by ramp and a proximity card-key system provides 24-hour security while allowing easy access for staff in wheelchairs. Handicapped parking was also installed for both the ECC and Fire Department Headquarters usage.

Additional facilities include a 100 kW generator which serves both the ECC and Fire HQ; elevator access to the second floor Fire HQ offices; and renovations to several offices in Fire Headquarters.

In addition to construction at the ECC, renovations were made to relocate and consolidate the city's trunked radio system on the top of a tall building near the center of

the City.

Preparations for Consolidation (Merging Police, Fire and EMS Dispatch with 911 Call Receiving)

During FY96 final preparations were made for the closure of the Police Communications Room and the consolidation of its functions and personnel into the combined ECC. These preparations included collective bargaining with employee representatives of both fire alarm operators and police dispatchers, the development and teaching of a three-week pre-service Dispatcher Training Class, the training of dispatch personnel in the operation of the new facility, the selection and training of Communications Supervisors, the increased development of the Dispatcher Screening Program and additional training in Emergency Medical Dispatch.

One of the most important developments in FY96 involved the creation of the Communications Supervisor position. The department upgraded six dispatcher positions to Communications Supervisors and held an in-house competitive examination process to select personnel with a minimum of three years of dispatch experience to the positions. A consultant was hired to develop the examination itself which consisted of the use of a nationally-recognized Dispatch Supervisor Selection process. Scores from a written exam, oral panel and performance assessment process led to final rankings with the six highest-scoring eligible candidates being selected. Following their selection they were given a week-long Communications Supervisor Training course tailored to Cambridge's needs by Dave Bubbs of APCO's (the Association for Public Safety Communications Officers) Training Institute. Dispatch supervisors from three other municipalities also attended the course. Following the course, the Supervisors began a series of meetings and assignments designed to prepare the management team for the consolidation of police communications into the ECC in late July of 1996. During full operation, a Communications Supervisor will be the shift commander and have full responsibility for all 4-6 on-duty dispatchers as well as all calls and dispatches during the shift.

The first three-week nationally certified Dispatch Training Class was conducted in the city at facilities donated by Professional Ambulance by experienced ECC staff. The class was conducted for new dispatchers, recently hired dispatchers and several dispatchers from other municipalities.

Graduates received a national basic training certification from APCO and special training in call-handling, TDD operation, police dispatch procedures and fire dispatch procedures. Additional in-service training and specialized training programs were planned.

Throughout the Spring of 1996, a team of Police and EC personnel met to plan procedures for the new combined Center. Progress was made with the focus being on the preparation of the CAD system to assign the correct number and type of police units to each of 100 specific types of calls.

During the period from May through June, both fire alarm and police dispatch personnel received basic training in the use of the newly acquired Computer-Aided Dispatch (CAD) system. This training was conducted by vendor and

ECC supervisory personnel in the new ECC Training room.

New Computer-Aided Dispatch Computer System Acquired and installed.

During the year, a CAD system was specified and formally bid; vendor proposals were received, screened, and a finalist selected; a contract was negotiated; equipment was ordered, delivered and installed; software was prepared and customized for the ECC's needs; and thousands of data items were collected and entered into the CAD system to prepare it for operation. This last task included the entering of 2,400 street segments with correct address ranges, the entry of 500 businesses and common places, and the assembly of Fire Run Plans and Police Response Plans designed to send the nearest properly equipped compliment of emergency vehicles and personnel to any emergency in the city.

As a corollary task, a City team developed the city's basic street and place names map for use in the new city GIS system and in the CAD. This painstaking 18-month-long effort involved the determination of all official computerized street names, the locating of over 100 little-known cul-de-sacs and alleys, the assignment of street addresses to many historic Harvard buildings, the address ranging of 2,400 street segments and the editing of NYNE-X's Master Street Addressing Guide as preparation to every telephone being able to correctly and unambiguously identify its address under the Enhanced 911 program.

Additional work was done to provide and setup additional Personal Computers in the Police, Fire, and Electrical departments. The department participated in the designing, acquiring and installation of the city's wide-area fiber network which serves to interconnect critical computer systems at Police Headquarters with those at the ECC. These connections are fast, secure, and reliable and capable of quickly delivering important CAD, criminal history and crime bulletin information to cooperating police and dispatch personnel.

New Police Radio System Acquired and Installed

During the year, a new police radio system was specified and bid, a vendor selected, a contract negotiated and the system backbone installed. New portable and mobile radios were acquired for every police officer and every marked police vehicle. Eight computer-controlled radio consoled were installed in the ECC's Main Communications room. In a cooperative effort with the MBTA, special base stations were located in the city's five subway stations.

Public Works

The Department of Public Works (DPW) is a full-service organization that provides essential services for the 96,000 citizens of Cambridge. The sixteen divisions of the Department are responsible for the following: maintaining streets, sidewalks, parks, playgrounds and public squares;

overseeing public buildings (excluding schools and hospitals); managing sanitary sewer collection and storm water drainage systems; collecting rubbish and recyclables; maintaining City Vehicles and motorized equipment; caring for the City's 18,000 trees; managing the Cambridge Cemetery; and engineering and construction services for all the City infrastructure.

DPW is also responsible for rapid response to all natural disasters. This includes snow, ice and other inclement weather conditions, enforcing litter, rubbish and sewer ordinances, engineering for City projects, contract administration for all construction projects, public building construction and maintenance, 24-hour emergency response services, and curbside and drop-off recycling programs.

Overall department-wide accomplishments for FY96 include:

- Further improvement in reducing sick leave abuse by DPW employees. For FY96, the ratio went down to 9.32 average sick days per employee per year.
- Implementation of a comprehensive work order system to track unit costs.
- Responding to over 60 special events throughout FY96.
- Installation of a handicap ramp at the main office at the Cambridge Cemetery.
- Installation of new playground equipment in several City parks.
- Completion of over \$1 million worth of roadway and sidewalk construction.
- Overseeing completion of the Cambridge Senior Center at Massachusetts Avenue.
- Completion of a computerized database tree inventory for the City.
- Installation of new grass infields in several City Parks.
- Establishment of a Public Area Recycling program.
- Implementation of a curbside recycling program for businesses.
- Completion of Phase VI, Contract I, of the sewer separation program.
- Completion of engineering and preparation of Phase VI, Contract II, of the sewer separation program.
- Preparation of and receipt of a 12.5 million-dollar grant for sewer separation and floatables control facilities for North Cambridge from the Massachusetts Water Resources Authority (MWRA).
- Completion of agreement with the Environmental Protection Agency (EPA) to develop a Stormwater Management Plan for the City of Cambridge.

- Completion of agreement with the EPA to participate in making the Charles River swimmable and fishable by the year 2005.
- Full Departmental response to the record snowfall for the winter of 95/96 in the greater Boston area which totaled 106.7 inches.

Administration Division

The Administration Division is responsible for ensuring that the Public Works Department functions as a cohesive unit. Major responsibilities of the division include policy development, fiscal administration, purchasing, vendor payments and contract management, budgeting, human resource management, responding to the needs of the residents of Cambridge, public relations and information systems management, and enforcing the City of Cambridge Ordinances.

During FY96, the administration division concentrated its efforts on achieving a number of prioritized goals and objectives. Two of the major goals were:

Improving Attendance - For FY96, the Administration Division continued to set prioritized goals and objectives related to attendance. In FY91, sick leave averaged 14.89 sick days per employee. This figure included all time taken due to illness with the exception of those employees on workers' compensation. For FY92, this average dropped to 9.74 sick days per employee. In FY93 and FY94, the average moved upward slightly to 9.76 and 9.97 sick days per employee, respectively. This slight increase was attributed to the severe winters of 1992/93 and 1993/94. For FY95, the average sick days per employee ratio nudged down slightly to 9.96 days per employee. For FY96, the average sick days per employee edged further downward to 9.32 sick days per employee. This was a remarkable achievement considering the record winter snowfall (106.7 inches) that was recorded in the Boston area and the very long hours worked by many DPW employees. It is a credit to the employees that sick days were not abused during this very demanding period. The DPW administration continues to monitor this area closely. It has become an important goal over the past several years as part of the ongoing effort to improve overall productivity.

Reducing Overtime - Overtime usage rose slightly in FY96. Overtime dollars spent since 1990 ranged from a high of \$583,841 in FY90 to a low of \$322,673 for FY95. For FY96, \$515,309 was spent in overtime dollars. The record snowfall amounts this past winter, which required many hours of overtime, contributed very significantly to this large increase. A more effective measurement was that non-snow related overtime increased by a slight 1.5% over FY95. This very slight increase was due to the City elections which were held this past fall. Overtime expense will continue to be tracked closely.

The Divisions listed below work closely with the Commissioner and Deputy Commissioner of Public Works to provide administrative, management and enforcement services.

The *Business Services Division* continued to provide Public Works with essential services, such as purchasing of all goods and services, bill payment, contract administra-

tion, operating and capital budgeting and preparing monthly computerized reports by division for budgetary tracking. During FY96, this division wrote all purchase orders, tracked all purchases and payments and provided numerous management reports to DPW supervisory personnel.

The *Human Resources Division* was once again hard at work during FY96. This division continued to provide personnel management support to senior staff and the Department's workforce in the areas of recruitment, poster distribution, orientation, personnel records, tracking of sick leave utilization and policy enforcement. The division streamlined payroll procedures that resulted in increased employee satisfaction in vacation pay-in-advanced requests, bonuses, vacation balances, timely step raise notifications and payments, birthdays and anniversaries. The promotion of the "Employee Assistance Program (EAP)" increased through literature and training seminars. This division worked hand-in-hand with the Personnel Department in hosting and facilitating the "Drug and Alcohol Testing Training Program" for the City of Cambridge. The Division also coordinated a "National Public Works Week" celebration in conjunction with the annual "Commissioner's Award for Outstanding Performance" and the quarterly "Carl and Ruth Barron Family Achievement Award."

The Employee Seniority Recognition Program continued throughout the year. In addition to establishing an in-house video-tape and book library, the division, in collaboration with the Personnel Department, played a lead role in planning, developing and coordinating City-wide human resource development programs.

During FY96, the *Enforcement Unit* of the DPW Administration concentrated on curbing various violations throughout the City. Its main objective was to enforce the City's Ordinances on rubbish, snow, appliances and obstruction barriers. DPW enforcement officers issued a total of 254 rubbish warnings, 27 of which were actual fines pertaining to inappropriate rubbish disposal. Also issued were 275 snow violation warnings and 75 actual fines to property owners for not shoveling their sidewalks within the required time period. In addition, there were 190 parking violations issued for cars or trucks illegally parked on City sidewalks. There are two sanitation enforcement inspectors and one parks inspector. The parks inspector is responsible for making sure that the park contractors are doing the appropriate job for which they were hired.

The *Information Systems Management Division* continued to provide staff support for computer hardware and software operations, and development of statistical information for the Department. The Manager of Information Systems at DPW, is responsible for this division. This division provides much of the statistical data which is presented both in the annual report and in the fiscal year operating budget. During FY96, additional PC's were added throughout DPW along with an upgraded PC operating system (Windows95) and software (Microsoft Office Professional).

The DPW computerized work order system became closer to a reality and was tested during the latter part of FY96. This system has the capacity to track labor, material and equipment costs associated with each job performed by each functional division. The objective of the computerized work order system is two fold: first, to quantify the annual

dollars budgeted for DPW operations; and second, to track unit costs for each job so that productivity can be effectively measure over a period of time.

Building Maintenance Division

The Building Maintenance Division is responsible for maintaining and repairing City buildings. Typical maintenance work includes carpentry, painting, plumbing, lock installation and repair. This division performs routine services such as start-up and shut-down of heat, fixing or replacing hot water tanks, and providing water supplies to the Cambridge Cemetery.

The Building Maintenance Division also responds to the need for temporary street signs for emergency snow plowing, street sweeping, public events, and parades. There is also a sign shop where signs are designed and constructed for public announcements, street postings, commemorative plaques, and monuments.

During FY96, Building Maintenance crews were once again hard at work. They provided service to over 60 special events that included public functions and celebrations, festivals, dedications, block parties and parades. They set up staging microphone equipment and helped with cleanup before and after the events. A summary of some of the major tasks accomplished follows.

Plumbers assigned to this division had another very busy year. Their accomplishments included: replacing most of the basement pipes at Fire Engine 8 at Sherman Street; installing replacement pipes at Fire Engine 5 in Inman Square; installing completely new bathrooms at City Hall Annex along with re-routing drain lines and installing all new piping; installing a new hot-water heater and sewer ejector at the Cambridge Police station; and installing a bathroom at the Third Street City Electrical shop. In addition to their normal duties, the plumbers responded to several emergencies including heating and ventilation problems in City buildings, several of which occurred late at night or in the wee hours of the morning.

The carpenters also contributed to the heavy work load of this division. Included in their work accomplishments for FY96: installing new bulkhead doors and gutters at Fire Engine 9 at Lexington Avenue; complete rehabilitation of several offices at 51 Inman Street; shelf work and lock repair at the Cambridge Senior Center; replacement locks and window hardware at the Area Four Teen Center; building two new offices at the Cambridge Police station, including installing floor tile, doors locks, and window repair; replacement of wood railing at the Cambridge Common; and remodeling of office areas in the Lombardi Building at 831 Massachusetts Avenue.

The painters were kept quite busy with extensive painting at City Hall, City Hall Annex, 51 Inman Street and at the various Fire Engine stations throughout the City.

The sign shop had a busy year making numerous 4' x 8' signs and banners for City Hall, the Police Department and the DPW recycling division, as well as for many of the special events throughout the City.

In addition to the many and varied assigned duties performed by this division, workers also responded to numerous emergency calls throughout the City relating to building maintenance problems such as lock and window repair.

Cambridge Cemetery

Crews in the Cemetery Division combine gravesite preparation and burial services with a grounds maintenance program on the Cemetery's 66-acre site. Ongoing work at the Cemetery includes flower and tree planting, landscaping hill terrains, repair of historical monuments and development of selected areas for conversion to new burial space.

Daily maintenance is an integral part of the cemetery function. It includes grass cutting and trimming, weeding of all banking, removing unsightly shrubs and conducting a general daily clean-up of the grounds.

During FY96, the Cambridge Cemetery sold 101 lots and graves and made 449 interments. In addition, 345 evergreens were planted, 126 foundations were built, and 140 perpetual care accounts were established. As of June 30, 1996, the total number of interments was 88,802.

Maintenance activities at the cemetery included: installing a handicap ramp at the main office; improvements to the firefighter's lot by building a retaining wall in the rear of the lot to help the erosion problem; additional plantings to help beautify the area; re-surfacing the sidewalks surrounding the main office; and installing twenty new cast aluminum signs throughout the Cemetery.



The new handicap ramp at the main office of the Cemetery

The continuing upgrading of the computer system provide staff with printouts of documents and deeds. It also allowed information to be readily accessible to the public.

Construction Division

The Construction Division is a multi-faceted operation that provides a wide range of services to the citizens of Cambridge: repairing sidewalks and streets, resetting granite curbing, installing new curb cuts, responding to pothole problems defects and servicing requests that are generated from other City departments.

The Street Preservation Offset Fee (SPOF), paid by the many utility companies that obstruct or excavate Cambridge streets and sidewalks, was put to full use in FY96.

The monies collected from this program went to re-construction of many of the utility trenches in the City streets which were dug up by the utility companies.

During FY96, the Construction Division issued a total of 2,654 permits: 2,002 for street obstruction, 292 for excavation and 360 to utility companies.

Construction crews were kept busy in FY96, as they completed 25 curb cuts and driveways as requested via City Council Orders and repaired over 2,500 potholes throughout the City. The division used 1,300 tons of asphalt and 600 cubic yards of concrete for over 2,500 other requests related to repairs on streets, sidewalks, public parks, tot lots and recreational areas.

Throughout FY96, the Construction Division assisted other City departments with numerous projects. These include: working with the City Electrical Department installing new lighting and walkways at Museum Street and at Grozier Road Park; working with the City Water Department patching water cuts associated with installation of new water lines and repairing of old lines; excavation and roadway work at the Thomas P. O'Neil Golf Course; excavation and drilling of Cambridge City Hall basement for new water lines into the building; brick work at City Hall Annex for the re-construction project; filling in the abandon tree wells at the Cambridge Cemetery with brick work; demolition of Sennott Park, Harvard Street Park, and the Library Park playgrounds in order to pave the way for brand new facilities; patching of Pemberton Street and the Police Department Garage on Concord Avenue; and installing a handicap ramp at the Cambridge Cemetery and new curbing at the Cambridge Cemetery firefighters lot.

Engineering

During FY96, the Engineering Division continued to provide engineering support services for Public Works and other City Departments. Research assistance was provided to the public on street layouts and histories, sewer lines and storm drains, field surveys, bench marks, flood zones and other infrastructure related information.

A major focus of the division is the planning, bidding and construction management of numerous street contracts. Over \$1 million worth of roadway and sidewalk construction took place at various locations on Follen, Beech, Mt. Pleasant, Bond and Fayette Streets, and Huron and Concord Avenue and Kassul Park. Intersection reconfigurations were completed at Cushing Street and Huron Avenue and at Quincy Square.

The Engineering Division has become very involved in the construction of traffic calming devices in coordination with the City's Street Enhancement Initiative. This has required modifications and additions to contract specification and plans over the past year.

The Division continued to upgrade its microcomputer hardware and software in order to enhance the speed and accuracy of office functions and drafting capacity. Engineering staff were actively involved in the implementation of the Geographical Information Systems (GIS) for the City.

Public Buildings Division

Major building construction and renovation projects are administered by the Supervisor of Public Construction.

The Supervisor of Public Construction assists or oversees designer selection, product design, specifications development, bidding and contract administration.

The Supervisor of Public Construction also administers a variety of maintenance and repair contracts for municipal buildings, such as HVAC, elevators, security systems and pest control.

During FY96, design work was undertaken for the renovation of the second floor of 831 Mass. Ave., the Law Department in City Hall and the third floor space at 51 Inman Street. The completion of the Cambridge Senior Center project culminated in a grand opening in November. Two fully accessible restrooms were constructed in the basement of City Hall and at the City Hall Annex. Interior renovations were completed for the Animal Commission, Arts Council, and Community Development Department at 57 Inman Street. In addition, the first two phases of a five-phase renovation program of the Traffic Department space was completed in the same building. Using state grant funds, a salt storage shed was constructed in the DPW yard at 147 Hampshire Street. Several upgrades to the Neighborhood Health Center were made in anticipation of the Joint Commission on Hospitals certification inspection.

Urban Forestry Division

During FY96, the Urban Forestry Division once again was very busy. The division, which consists of two crews, was responsible for the completion of street tree pruning. Over 5,000 trees were pruned during FY96.

The PC-based computerized database tree inventory program was completed in FY96. The City has a total of 11,116 street trees in this database. This database is useful because it contains information about the location, type condition of the trees, as well as the maintenance needed to keep the trees healthy.

To ensure public safety, the Forestry Division crews removed over 150 trees throughout the City. All trees removed posed a threat to the public and were carefully analyzed before removal. The City still maintains a 2-1 ratio of tree planting versus removal. The Forestry crews responded to several emergencies throughout FY96 that involved many fallen limbs and several fallen trees.



DPW "Bucket Truck" with employee preparing to assist with tree removal on Lexington Avenue.

During FY96, the installation of an irrigation system at the Concord Avenue Nursery was begun to insure that all the trees in the Nursery get watered properly.

In FY96, under the "Client Street Tree Purchase Program," the Forestry Division, in conjunction with the Public Planting Committee, planted 86 new public shade trees in the fall and 54 trees in the spring.

A search for a new City Arborist was conducted during FY96 and a full-time City Arborist is expected to be on board in early FY97.

Parks and Building Operations Division

The Parks Division maintains 113 parks, tot lots, playgrounds and islands throughout the City of Cambridge. Major responsibilities of the division include the following: litter pick-up within open spaces, grass cutting, weeding, irrigation maintenance, marking of fields, and the renovation of fields and playgrounds.

The Parks Division is also responsible for helping to oversee 28 of the largest and most heavily used parks which are maintained by landscaping contractors. Four landscaping contractors are hired through a bid and contract procedure to provide landscaping and routine maintenance at these large parks from April to November on each year.

During the winter months, personnel from this Division are assigned to snow removal duties at all parks, school intersections, sidewalks, parking lots and crosswalks. They are also responsible for placing and removing signs at all parks and open spaces.

FY96 was a busy year for the Parks Division employees. They installed a grass infield at Lindstrom Field, Tobin Field and Raymond Park. They also removed aging equipment at the Parkway Tot Lot, Glacken Field, Harvard and Moore Park, Sennott Park and the old skating rink at Pemberton Street Park to make way for new equipment. Fence work was completed at Lowell Park, Pine Street Tot Lot, City Hall Annex, Sleeper Park, Russell Field, Comeau Field, the Old Burial Ground at Harvard Square and other areas throughout the City.

The division is also responsible for graffiti removal at historic sites and other areas throughout the City. During FY96, the City installed a new graffiti hotline to better serve the public. The graffiti hotline is answered daily by DPW personnel and the Cambridge Police Department is immediately notified.

During FY96, extensive flower plantings were done at the many islands located throughout the City as well as around municipal buildings. Planting took place in the spring and summer. These plantings added to the beauty of the City.

Overseeing the Building Operations Division is the responsibility of the Park Supervisor. The Division is responsible for supplying custodial services to 11 City-owned buildings during the normal workday from 7:00 AM to 3:00 PM and during the evening from 3:00 PM to 11:00 PM. They utilize a vast array of equipment, including vacuum cleaners, bagging machines, a shampoo extractor, buffers, and cleaning supplies. There is a combined effort daily between the Parks Division personnel and the Building Operations Division personnel to complete daily tasks such as cleaning and moving of equipment and

supplies.

Recycling Division

The Cambridge Recycling Program continued to expand in FY96. In October, 1995, paperboard, empty aerosol cans, paper beverage cartons and plastic containers #3 - #7 were added to the residential curbside recycling program.

During FY96, Cambridge residents, participating in the curbside and multi-family dwelling recycling programs, recycled 8,496 tons of newspapers, magazines, paper bags, paperboard, cardboard, junk mail, office papers, glass and plastic containers and leaves and yard waste. This tonnage is 1% less than was collected in FY95 and represents 25.86% of the trash stream.

Volunteers and recycling staff produced a recycling newsletters and a postcard in FY96 that were mailed to all Cambridge households and owners of Cambridge residential buildings who live outside the City. Each item went to approximately 50,000 households. Volunteers and recycling personnel staffed, 11 recycling information tables at retail stores and festivals around the city in FY96. The Recycling Division also arranged to have recycling receptacles available at 27 City festivals and events.

The Recycling Division took the lead in applying to the state Department of Environmental Protection for a \$35,000 grant. These grant funds would be used to investigate ways of increasing participation in residential curbside recycling programs in Cambridge, Malden, Somerville and Waltham. The grant was awarded, with the Cambridge Recycling Division designated as the grant manager. Recycling program data was gathered and analyzed to reveal correlations with demographic data. The Recycling Division also conducted focus groups among non-recyclers and tested a variety of methods for increasing participation.



Commercial curbside recycling by Waste Management

In April 1996, the Recycling Division launched a curbside recycling program for businesses. This program is unique in the Northeast (and very likely in the country) in that the City contracted for recyclables collection

services on behalf of its businesses, in order to get a fixed, low price for weekly curbside collection of paper items and bottles and cans. Businesses that choose to use this service pay the collection contractor directly at the price that the contractor submitted in its bid to the City. As of the end of FY96, fifty businesses were using the program.

Recycling staff also planned and carried out an awards ceremony for the Cambridge Advisory Committee on Environmentally Desirable Practices. The ceremony has recognized a large spectrum of individuals and groups, including an outstanding citizen recycler, recycling volunteer, City agency recycling program and outstanding residential building recycling program, as well as an outstanding business recycling/waste reduction program.

Collection of office paper from City buildings and schools was added to the City's residential recyclables collection contract with BFI. This change improved the quality and convenience of service to City buildings and schools. Paper recycling programs were upgraded from white office paper only, to mixed office paper programs in 16 City buildings.

In April 1996, the Recycling Division also set up the City's first public area recycling containers in City Hall, for use by employees and visitors.

Paper recycling programs were established or converted to mixed paper in 10 schools, bringing the total number of schools with such programs to 10 out of 15. The remaining 5 schools have white paper recycling programs. Polystyrene recycling programs were started in the cafeterias of 8 schools. A total of 9.5 tons of polystyrene was recovered from the school system in FY96.

The Cambridge Recycling Drop-off Center located in the Public Works Yard maintained four day per week operation to serve residents and small businesses.

The Drop-off Center accepted 59 tons of newspaper, magazines, paper bags, 28 tons of metal, glass and plastic containers, 34 tons of cardboard, 76.5 tons of mixed paper and 6.1 tons of plastics #3 - #7. In addition, 1.1 tons of household batteries and 4 tons of clothing were also recycled at the Drop-off Center. The total tonnage of material collected at the drop-off center in FY96 was 209 tons.



Recycling Drop-Off Center



Art from trash at the festival

In FY96, recycling staff applied for and received a grant from the State Department of Environmental Protection (DEP) in the form of 150 backyard compostors, and printing, postage and mailing services for educational materials. The total value of the goods and services provided to the City of Cambridge by DEP was \$16,000. The compostors were sold to Cambridge Residents and the proceeds used to purchase another 150 compostors. A total of 1,261 compostors are in use by the City of Cambridge residents to date.

Sanitation Division

The Sanitation Division collects and disposes of solid waste from residences, commercial establishments, municipal buildings and school buildings. Dispatching an average of eight rubbish packers per day, the division consists of 30 full-time employees with additional workers pressed into service when needed. For public health, as well as cosmetic reasons, it is a priority to collect the rubbish everyday.

During FY96, sanitation crews collected and disposed of 24,929 tons of rubbish. This is 1,222 tons fewer than was collected in FY95 -- a 4.68 percent reduction. The City spent \$46,845 less for rubbish collection and disposal in FY96 over FY95. Since FY90, when 40,424 tons of rubbish were collected, the City has seen a reduction of 38.2 percent in rubbish tonnage. The continuing success of the Cambridge Recycling Program has had a dramatic effect on the amount of rubbish generated and collected.

The Sanitation Division also continued to improve procedures for collecting "white goods" (appliances that cannot be taken to landfills). On the average, 5 tons of air conditioners, hot water heaters, refrigerators, washers and dryers were picked up each week in FY96. Residents are charged \$15 for each appliance that is collected to help offset the disposal costs of the appliances. Senior citizens are charged \$10.00 per appliance.

During FY96, the City continued to receive revenue from many of the appliances collected. Items such as washers, dryers, and stoves are taken to a scrap metal dealer who recycles many of the parts of the appliance.

During this past fiscal year the DPW purchased a machine capable of removing the freon from air conditioners and refrigerators. DPW sells these appliances as scrape metal.

The division continued to collect solid waste from 130 commercial account establishments. The fees collected from these businesses are based on the actual amount of tonnage collected from their establishments.

The division is also responsible for conducting and supervising two hazardous waste collection days each year. The hazardous waste collection takes place in the Cambridge Park Drive area.

DPW's enforcement unit stayed busy enforcing the City's Litter Ordinance, which states that no rubbish can be placed at the curb for collection no earlier than 3 PM on the day before scheduled collection. In FY96, 254 warnings and 27 fines were issued for non-compliance. Two waste management inspectors were assigned to pickup trucks instead of the cars they had previously driven. The pickup trucks are more appropriate to the inspector's job duties and are much visible to the public.

Street Cleaning Division

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through November. During FY96, two sweepers from a sweeping company were hired to clean residential streets and major City squares. Approximately 880 curb miles were cleaned per month, resulting in well over 5,000 tons of refuse and debris collected. The contract sweepers swept an additional four to six miles per day. This allowed extra Cambridge streets to be cleaned each week. In addition, the Cambridge squares were cleaned each day, seven days per week.

The street sweeping effort is augmented by the division's own workforce consisting of 14 full-time employees. There are three street cleaning crews that are fully equipped with several pieces of equipment, including hand-held vacuum cleaners. Each day of the week the street cleaning crews help keep the City of Cambridge clean. Also, there is a hand cleaning crew who is responsible for cleaning the City squares on Saturdays and Sundays from 6:00 a.m. to 10:00 a.m. This is in addition to the contracted sweeper who also cleans the City squares on weekends. DPW has a special litter truck which collects all the litter baskets which are placed in many areas throughout the City. The litter truck operates seven days a week.

Several additional litter baskets were placed along the main arteries of Cambridge, including Western Avenue, River Street, Third Street, Walden Street, and Rindge Avenue. Litter baskets are added each year to keep Cambridge streets and sidewalks as clean as possible.

Over 60 special events held this year required additional clean-up activities that were handled by the division.

A special leaf vacuum truck was in full operation during FY96. This special vacuum truck allowed for a more efficient means of removing leaves from roadways during the fall season.



Street sweeping vehicle preparing to enter debris in DPW truck

Sewer Division

The Sewer Division consists of six employees who are on-call 24 hours, seven days per week. All employees in the division completed confined space safety training in FY96. During FY96, the Sewer Division responded to emergency sewer-related calls. These emergencies included blocked catchbasins, failed pump stations, bad odors, and noisy or cracked utility covers. In addition, as part of the sewer preventative maintenance program, over 3,000 catchbasins were cleaned throughout the streets of Cambridge. Sewer lines were checked daily and Combined Sewer Overflows (CSOs) were checked monthly.

The in-house design of future sewer maintenance projects was an ongoing effort by both the engineer permanently assigned to the Sewer Division and an engineering coop student who was assigned to this Division.

The Sewer Division purchased a new Jet/Vac Truck for cleaning and maintaining sanitary sewers, storm drains and catch basins. They also put out a contract to have portions of the City sewers televised to inspect the condition of many 100 year old pipes. Once the condition of these pipes is known, the Division will make repairs to the pipes, recommend and design a trenchless technology rehabilitation or recommend and design new sewers and drains. The Sewer Division is coordinating with other City Departments to develop a stormwater management plan. Other departments that will be involved with developing and maintaining the stormwater management plan are: the DPW Street Cleaning Division, Inspectional Services Department, the Conservation Committee, and the Watershed Office in the Water Department.

The Sewer Division, in conjunction with the DPW Information Management Systems Division, developed specifications for replacing the aging Combined Sewer Overflow (CSO) meters. These meters are crucial to take an accurate measure of the overflow within the City's combined sanitary and storm drains. The original meters have been in place at the 10 Cambridge CSOs since 1989. The testing of new meters and replacement of old meters



The citywide Senior Center opened its outside deck. Mayor Sheila Russell and Mayoral staff member Jacqueline Carroll are pictured center. Deck furnishings were provided by the Friends of the COA.



Mary "Tiny" James and Elene Headley greet visitors to the Center's grand opening.



Physical activity and exercise classes are some of the most popular offerings at the Senior Center.

CITYWIDE SENIOR

CAMB

MASSAC

ENTER ACTIVITIES



(Left to Right) Virginia Jay, Ann Lindsey and Clara Katz enjoy a celebration at the Senior Center.



Weekly classes offered at the Senior Center include ceramics, where many Seniors craft holiday gifts.

IDGE USETTS



Student from the Fayerweather School perform for Cambridge Seniors in the Center's magnificent ballroom.

were ongoing in FY96.

Phase VI of the sewer separation program continued within the City of Cambridge. This is the program the City is implementing in order to convert the combined sewer systems into separate sanitary and storm drain systems. The purpose is to reduce CSO discharges into the Charles River, Alewife Brook, the MWRA Relief Sewers, and the MWRA wastewater treatment facility at Deer Island. Major sanitary and drain work took place on the following streets: Mt. Auburn, Plympton, Holyoke, Mill, Quincy, Bow, Arrow, portions of Massachusetts Ave., Trowbridge, Ellery, Dana, Prescott, Harvard, Remington and Broadway.

Vehicle Maintenance Division

The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair and emergency services for 300 City-owned vehicles and pieces of equipment. The vehicles include cars, pick up trucks, heavy equipment trucks (e.g. dump trucks, payloaders), rubbish packers and construction equipment, such as backhoes. This equipment is located within the Public Works Department as well as several other City Departments. The Master Mechanic of the Vehicle Maintenance Division also develops written specifications for the purchase of new motorized equipment for Public Works and other City departments. This division does most of the vehicle repairs with the exception of large engine or transmission jobs which are sent out to a private contractor.

New equipment purchased and delivered in FY96 included three pick up trucks, two salt spreaders, one dump truck, one Van (for Cambridge Cable TV) and two automobiles.

This past winter season was one which will be remembered by the Vehicle Maintenance Division employees. During the record number of snow storms, several of the employees worked long hours repairing equipment, such as snow plows, salt spreaders and other heavy equipment.

Each April this division is responsible for conducting taxi inspections. The mechanics conducted 260 taxi inspections.

A full-time data entry employee was hired to record and maintain the computerized inventory and work order system. The division is one of several divisions in Public Works which has an established work order system in place.

Personnel assigned to this division collaborated with other City departments on specialty work. For example, there were numerous welding jobs throughout the City and the welder assigned to the Vehicle Maintenance Division was able to share his area of expertise with other City department employees.

Off-Hours

The Off-Hours Division, consisting of 9 employees working different shifts, provides the City with 24-hour, seven-days-per-week rapid response to any situation or emergency. During FY96, this division responded to initial after-hours sewer complaints, snow or other inclement weather emergencies, fallen trees and tree limbs, litter

pickup, building surveillance and, in conjunction with the Police and Fire Department, the clean-up of accidents. The importance of this division is highlighted by the rapid response to many and varied City-wide emergencies. The Off-Hours personnel for each shift have the necessary skills to handle most any type of emergency.

Community Development

The goal of the Community Development Department (CDD) is to enhance the overall living environment and the quality of life for Cambridge's highly diverse population. This is accomplished by planning and managing physical change as effectively as possible and by encouraging economic growth to strengthen the City's tax base, produce new employment opportunities and to provide services to residents. In all of its activities, the Department seeks to strengthen communication between and among the City government, residents and the business community. The Department utilizes its resources to achieve these goals through preserving and developing affordable housing, strengthening the vitality of commercial and business districts, renovating neighborhood parks and playgrounds, planning transportation infrastructure improvements and implementing the Vehicle Trip Reduction Ordinance, enhancing the character of each the City's thirteen neighborhoods and managing growth for the best long-term interests of the City.

In FY96, the Community Development Department program was implemented by a 45 member staff that administered \$28 million in Federal, State, local and privately funded projects. As most of the Department's work is funded through federal programs including CDBG, HOME and the Delead Program, the Department closely monitors and advocates for continued federal funding of programs which serve Cambridge. This year's CDBG funds were cut by \$260,000. In addition, the overall lack of funding from the federal government for affordable housing will certainly effect the City's effort to provide housing for its residents.

The CDD staff performs its work as part of a public process in which a broad array of interests and viewpoints are represented including those of appointed boards and committees, citizens and community groups, non-profit organizations, private developers, the business community and other government agencies. The department provides direct support to a number of standing committees, boards and commissions, and citizen organizations, which include the Cambridge Neighborhood Apartment Housing Services, the Harvard and Central Square Advisory Committees, the East Cambridge Planning Team and the North Cambridge Stabilization Committee, the Planning Board, the Pedestrian Committee, the Bicycle Committee, and the Interdepartmental Open Space and Transportation Committees. The Department also works to advance a variety of community and neighborhood initiatives with the assistance of Ad Hoc advisory committees including the North Cambridge Railroad Safety Study Committee, the Central Square Committee, Cambridgeport Roadway Committee, the Truck Traffic Advisory Committee as well as close

cooperation with many committees of the City Council including the Housing and Community Development Committee and the Economic Development Committee.

In FY96, the Department implemented major new initiatives to address changing needs and made significant progress in efforts already underway. The Department's activities ranged from new housing programs to further address the December 1996 final phase-out of rent control to construction of major urban design, pedestrian, and bicycle enhancements in Central Square to completing the funding package which facilitated relocation of Hybridon, a biotechnology company with 200 employees, to Cambridge.

The continued phasing out of the City's rent control program further expanded efforts to preserve affordable housing and assist those displaced by these changes. Implementation of the CITYHOME Program, designed to increase affordable housing opportunities for Cambridge residents, began in earnest. The City also negotiated a preliminary agreement with Harvard University for purchase of one hundred units of formerly rent controlled housing to be maintained as low and moderate income rental housing, and secured federal funds to allow non-profit acquisition and continued affordability of two large expiring use apartment buildings in Cambridge.

With the continuing assistance of the Central Square Committee, the City completed the first phase and initiated the second phase of improvements in Central Square; facade improvements were underway or completed by community spirited property owners at six buildings in Central Square, funded in part through the Department's facade improvement program. In addition, the Department began a process to examine Cambridge Street and identify with area residents and businesses positive changes to that commercial district.

The Department continued its efforts to improve transportation infrastructure, especially for transit and non-automotive uses. Design of the pedestrian and bicycle improvements along Fresh Pond Parkway began with the guidance of the Fresh Pond Parkway Enhancement Advisory Committee and the cooperation of the MDC. The first phase of the Alewife Transportation Study was also implemented to provide important data which will assist in identifying effective means for enhancing alternative modes of transportation as the Alewife area develops and for reducing traffic problems affecting the abutting neighborhoods. Conceptual design was also completed for the Cambridgeport Roadway Improvements, which will help shift through-traffic off of the most densely residential streets while providing access to commercial and employment sites in Cambridgeport.

The Department also worked closely with neighborhood residents, the property owner and state agencies to evaluate environmental conditions and potential redevelopment of the WR Grace site. With the Grace Site Advisory Committee and the assistance of technical experts in traffic and environmental assessment, the Department reviewed a new preliminary proposal for development of the site, as well as general site conditions. Further environmental assessment activities and planning efforts focused on the future of this area of the City are continuing.

FY96 saw continued improvements to the City's inventory of open space, with renovation of Don McMath

Memorial Park and John C. Gibbons Park completed and construction about to commence or underway at Sennott Park, Harvard Street Park and Cushing/Huron Veterans' Memorial Plaza.

HOUSING

The CDD's Housing Division, facing major changes to the local housing market and federal housing programs, embarked on the first year of its new CITYHOME Initiative. This initiative, supported with an initial \$2 million allocation of City funds, seeks to carry out the City's goals of preserving and creating affordable housing opportunities for Cambridge residents.

Working closely with the Affordable Housing Trust the CITYHOME Initiative encompasses three major program areas as follows:

1. Affordable Rental Housing:

- The Multifamily Acquisition Program, providing financial support to non-profit organizations to acquire existing multifamily rental property to own and operate as affordable housing.
- The Affordable Housing Rehab Loan Program, administered by CNAHS, providing favorable financing to private owners of multifamily housing in return for a set-aside of units for lower income residents.
- The preservation of expiring use restriction housing program, providing technical assistance and organizing support to residents and owners of expiring use buildings with the goal of preserving their long-term affordability.

2. Homeownership Services:

- The Cambridge Condo Buyer's Initiative, a new program providing financial and technical assistance to eligible buyers of condominium units.
- First-time buyer education and financing programs.
- City-sponsored development of homeownership units, which are sold to eligible first time buyers at affordable prices.

3. Housing Access Services:

- Information and referral system providing assistance to Cambridge residents on affordable housing opportunities.
- Targeted outreach to remaining rent control tenants and other lower income residents.

Combining the new CITYHOME programs and resources with existing federal CDBG and HOME funds, as well as leveraged state funds, the Housing Division carried out a broad agenda of affordable housing activities. The Housing Division carries out these activities in close

collaboration with the Cambridge Housing Authority and local non-profit partners including Homeowner's Rehab, Inc. (HRI) and the Just-A-Start Corporation (JAS). FY96 highlights include the following:

- Celebrated the completion of construction and occupancy of Auburn Court, the new 77-unit mixed-income rental housing development at University Park in Cambridgeport;
- Negotiated a tentative agreement with Harvard University, which calls for the sale of 100 units in 9 buildings at below-market prices to the City or its non-profit designee for use as affordable housing, and extended rent protections for at least 78 low-income rent control tenants living in other Harvard-owned buildings;
- Secured HUD approval for the acquisition by Homeowner's Rehab, Inc. and Just-A-Start Corporation of two expiring use buildings located at 808 Memorial Drive and 402 Rindge Avenue comprising a total of 575 units, pending a new federal appropriation of funds;
- Provided \$1.9 million in funding to support affordable housing development projects, including 21 units of rental housing and 15 units of homeownership;
- Finalized inclusionary zoning agreement for the new Museum Towers residential project at North Point, which provides 33 units of affordable rental housing;
- Secured over \$7 million in federal and state financial resources in competitive funding rounds to support the City's affordable housing activities, including funding for projects from Low Income Housing Tax Credits Programs and the state's Housing Stabilization Fund;
- Assisted property owners in planning property rehabilitation through the Cambridge Neighborhood Apartment Housing Services in three buildings comprising 21 units; and,
- Provided first time buyer training to 225 residents, bringing the total number of participants to nearly 1900.

ECONOMIC DEVELOPMENT

The Economic Development Division is responsible for a wide range of community economic development activities designed to meet Cambridge's need for a diversified and thriving economic base. Following several years of reorganization, the division offers programs in five major areas: supporting entrepreneurship, maintaining a strong employment base, maintaining a strong real estate market, improving access to capital and maintaining a strong business climate. In 1996, the Economic Development Division:

- Designed a small business loan fund proposal and raised \$3.5 million from banks to support the fund. In FY97 the participating banks will develop a consortium agreement and the fund will open for business.

- Published a brochure advertising the City's economic development programs and services.
- Developed marketing materials in collaboration with the Chamber of Commerce promoting Cambridge as a place to do business.
- Designed and implemented a facade improvement program for Central Square. Six facades were selected to receive matching funds. Monitored the planned/anticipated disposition of the Purity Supreme facility and referred potential purchasers to insure continued use as supermarket. Successfully advocated to enable the Central Square facility be "unbundled" and sold separately from other Purity Supreme stores. Successfully advocated for the continuation of check cashing and utility payment services in the Central Square store.
- Closed a \$1.5 million HUD 108 loan enabling Hybridon, a Worcester biotechnology company, to move to Cambridge, expanding the employment base by 200 jobs. The City's agreement with Hybridon includes provisions for first source hiring of Cambridge residents and participation in school to work transition programs.
- Provided assistance to 350 clients. Services included business feasibility analysis, strategic planning, site location and real estate research, permitting and licensing guidance, information concerning the Cambridge economy and real estate markets, networking and referrals to resources and customers, planning assistance to non-profits, and assistance obtaining financing.
- Initiated a review of the Cambridge Street Commercial District. Conducted surveys of the businesses and residents of the Cambridge Street Commercial District and planned a workshop for residents, businesses, and public officials to begin developing a vision for the future of the district. These baseline planning studies of the district will be used to guide the deliberations of a community advisory group to be appointed in FY97.
- Continued to monitor implementation of the University Park Development Agreement. Technical assistance provided for Phase II of the build out enabled Forest City Development to proceed through community and Planning Board reviews for the construction of 103,000 square feet of office space, 93,000 square feet of retail, including a supermarket, and a 209 room hotel. A total of 500 permanent jobs and 300 construction jobs will be created by the new development. Worked with the Office of Workforce Development to develop first source hiring provisions for employment of Cambridge residents by the new University Park tenants and to obtain best efforts agreements from participating unions to hire union members from Cambridge for construction jobs and recruit Cambridge residents for apprenticeships created by this project.
- Managed the redesign of Lafayette Square and the Sidney/Main Street Connector and participated in the

planning process for the Cambridgeport roadway system. These improvements will route traffic away from residential areas while supporting the continued development of University Park and Cambridgeport. Completed public improvements to Brookline Street funded by a \$390,000 Community Development Action Grant.

- Surveyed Cambridge Manufacturers to better understand the needs of this sector. Follow-up visits and a report will be completed in FY97.
- Continued to provide financial support and technical assistance to the Cambridge Business Development Center and their client companies. The Center:
 - Facilitated six peer lending groups of neighborhood entrepreneurs comprising some 40 companies;
 - Facilitated four mentored CEO support groups for the CEO's of high growth companies;
 - Conducted workshops including a session with venture capitalist and a seminar on entrepreneurship for teenagers as part of "Take Our Daughters to Work Day."
- Initiated a study of the City's permitting processes.

COMMUNITY PLANNING

The goal of the Community Planning Division is to enhance the overall living environment for Cambridge's highly diverse population by providing professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space and providing information and technical assistance to the City's residents, property owners, developers and neighborhood groups. To ensure that the planning and design work which proceeds to construction is carried out with a high degree of quality and cost-effectiveness. To this end, the division also provides construction supervision/monitoring for all of the park design and urban design projects it originates. FY96 accomplishments include:

- Completed work with Central Square Committee to create a vision for the square, began construction of improvements;
- Completed public process and design and oversaw construction for Quincy Square Park;
- Continued work with Railroad Safety Task Force and completed initial design process with consultant Wallace, Floyd and Associates;
- Established public review of proposed development on the WR Grace site with City Manager's Grace Site Advisory Committee;

- Completed construction drawings, bid and supervised completed renovations to Don McMath Memorial Park on Pemberton Street and John C. Gibbons Park on Columbus Avenue;
- Worked with new neighborhood group, Porter Square Neighbors Association on issues associated with the proposed renovation of the Porter Square Shopping Center, including presentation and staff participation in the "Envision Porter Square" workshop and assistance in developing a plan to deal with parking, traffic, truck and maintenance issues;
- Continued working with North Cambridge Stabilization Committee and administering contracts and remaining City Stabilization funding (which ended in July of 1994);
- Continued working with neighborhood groups throughout the city, including the East Cambridge Planning Team, Area IV Neighborhood Coalition, Mid-Cambridge Neighborhood Association, Riverside Community Network, Agassiz Neighborhood Council, Neighborhood Nine Association, Neighborhood 10 Association and Cambridge Highlands Neighborhood Association;
- Completed community design process, construction drawings and bid work for Library Park, Harvard Street Park, Sennott Park and Cushing/Huron Veterans' Memorial Plaza;
- Completed neighborhood study reports for Neighborhood Four, Wellington-Harrington and Riverside;
- Completed planning process and text for neighborhood studies of Neighborhood Nine and Mid-Cambridge. Initiated planning process for Cambridgeport and Strawberry Hill neighborhood studies;
- Worked with citywide committee to establish Geographic Information System, began implementation of GIS system, participating in quality control of base maps, and establishing Community Development Department work-station;
- Established full computer network at the Community Development Department, able to communicate and share files over high speed city network with all city departments; and
- Staffed and assisted the Planning Board in the conduct of its duties, including design review, rezoning and special permits.

ENVIRONMENTAL AND TRANSPORTATION PLANNING

In FY96 the Environmental Program, which had been part of the Executive Department, joined with the Lead-Safe Cambridge and Transportation Planning components of the Community Development Department to become the Environmental and Transportation Planning Division. This merger recognizes that transportation issues

are among the city's largest environmental concerns. The division's ongoing activities include carrying out the Lead-Safe Cambridge HUD grant, assisting the public and other City departments with environmental issues, working to implement the Vehicle Trip Reduction Ordinance, and coordinating transportation planning.

Specific activities in FY96 include:

- Coordinated the City's TIP projects, including Cambridge Common, Fresh Pond Corridor Enhancement, Cambridgeport Roadways Improvements, Minuteman Bikeway extension, Kingsley Park Bridge replacement, Porter Square/Mass. Ave. and Central Square. Managed transportation planning for the City in North Point development (including all infrastructure).
- Staffed the Pedestrian Advisory Committee, which reviewed and advised on development and transportation improvement plans to ensure that pedestrians have the best facilities possible (e.g., in Quincy, Central, Porter, and Lafayette squares); began to develop a comprehensive pedestrian plan for the City; and advised on pedestrian issues such as traffic light timing, sidewalk snow clearance, and roadway projects.
- Secured federal funding to install bicycle parking facilities throughout Cambridge and continued installation of post and ring parking; staffed the Bicycle Committee; reviewed and advised on transportation and development plans to ensure inclusion of bicycle facilities; planned installation of bicycle lanes on over three miles of city streets and bicycle guidelines on about 8 miles of streets; and staffed the ad hoc joint Pedestrian/Bicycle sub-committee to developing recommendations that address bicycle/pedestrian conflicts on sidewalks.
- Implemented the residential lead abatement program funded through a \$3.4 million HUD grant. Deleading has been completed in 65 residential units; there are 36 additional active units in the program. Outreach has included radio interviews and written materials in 4 languages, a video in Portuguese, material in neighborhood newsletters, utility bill inserts, and participation in community events.
- Implemented a Massachusetts DPH grant for \$35,000, which funded training of outreach workers in multi-cultural non-profit agencies, a traveling exhibit, and property owner workshops. An additional \$44,000 competitive grant has been received.
- Began a "safer soil" project to assist residential property owners with testing for and mitigating soil contaminants.
- Developed a new City policy eliminating pesticide use in most cases in City parks and implementing an Integrated Pest Management Maintenance program.
- Coordinated the energy retrofit Request-for-Proposals process for City buildings.
- Developed a bicycle and pedestrian safety education program that included: distributing approximately 10,000 copies of the popular map "Getting Around in Cambridge" and producing a new edition; creating and distributing a travel safety pamphlet; carrying out a bicycle safety program in Cambridge elementary schools and a bike safety festival; appearing on cable TV interview shows; staffing an information table at city events; and working with the police on enforcement of traffic laws.
- Continued to develop commuter travel alternatives, including helping the Cambridge Hospital develop a proposal for a shuttle bus service. The City began offering a T pass subsidy to its employees on January 1, 1996, as recommended in the division's 1995 transportation demand management study.
- Provided technical assistance to the Grace Site Advisory Committee concerning assessment and remediation of site contamination under the Massachusetts Contingency Plan, including working closely with the City's environmental consultant evaluating public health issues.

Also worked with City staff, consultants, state agencies and site neighbors to determine site and materials management activities at Russell Field during construction of the MBTA's Red Line. This information provides important background for a planned soil testing program to screen the Russell Field area for any residual contamination from these construction activities.

- Made several public presentations on traffic calming and bicycle planning and assisted other communities with technical information on bicycle planning and traffic calming. Worked on design of a traffic calming project around Donnelly Field. Organized presentations and lectures on transportation planning for City staff and Cambridge citizens.
- Represented the City in regional transportation planning efforts of the Metropolitan Area Planning Council, the MBTA Advisory Board, the Urban Ring Compact, the North/South Rail Link project, and the Joint Regional Transportation Committee.
- Continued to work with the Water Department on watershed protection, including assisting with mediation with the Town of Lexington on a road widening project near the Cambridge Reservoir, and maintained a data base of the status of Cambridge sites in the MCP program.

Historical Commission

The Cambridge Historical Commission's primary role is to protect and preserve the historic and architectural character of the City of Cambridge. Since its establishment by the City Council in 1963 under the Historic Districts

Act of the Massachusetts General Laws, the Commission's mission has evolved to address the many varied issues confronting the city's historic architectural resources. Originally created to administer the city's historic districts; publish the results of a survey of Cambridge's 13,000 buildings; and mark historic sites, the Historical Commission now also engages in a wide range of related activities, including:

- Community education and technical assistance in preservation and restoration;
- Supporting a growing archive of local historic materials and photographs;
- Administering historic preservation ordinances regulating demolition, landmarks, and Neighborhood Conservation Districts;
- Making grants to low- and moderate-income homeowners for restoration and preservation of their houses; and
- Restoring historic public open spaces and monuments.

The Cambridge Historical Commission is a ten-member volunteer board appointed by the City Manager and supported by a staff of four full- and part-time employees. The Commission protects and preserves the city's architectural resources using powers authorized through state and local laws. The Commission can recommend that the City Council designate individual properties as landmarks, or groups of properties as historic districts. Alterations to properties designated by the City Council are thereafter subject to review by the Historical Commission.

The Old Cambridge and Fort Washington Historic Districts and 15 designated landmarks comprise this aspect of the Commission's mandate. This fiscal year the Commission received 71 permit applications for landmarks and structures in historic districts; of these, 38 (53%) required Commission review at a public hearing.

Eight properties were presented for landmark designation in FY96. Of these, half are still pending, while preservation easements are being considered for the remaining four. Increasing interest in protecting buildings and areas through designation reflects the resurgence of the area's economy and a growing real estate market.

Work continues on the proposed expansion of the Old Cambridge Historic District to the Arsenal Square area. Revisions to Chapter 2.78 adopted in 1995 have resulted in expedited consideration of landmark petitions. Under the new terms, a year-long "temporary designation" protects proposed landmarks while the Commission studies their significance. The new provision covers several landmark proposals initiated in 1995, including development projects adjacent to Winthrop Square Park, at 1734 Massachusetts Avenue, and at the Read Block in Harvard Square, where the Commission is actively engaged in ongoing negotiation.

The Historical Commission is also authorized to review the demolition of any structure at least 50 years old, anywhere in the city. In FY96, 24 demolition permits applications were submitted for Commission review; of these, 14 (58%) were for structures deemed by staff to be

significant and forwarded to the Commission for evaluation of public hearings. The Commission imposed a 6-month moratorium on 3 properties found "significant and preferably preserved." As the local real estate market strengthens, the Commission continues to see substantial increases in demolition permit reviews.

Separate commissions, also served by the staff of the Historical Commission, administer two neighborhood conservation districts. These are similar to historic districts, but their regulations are less strict and their procedures are tailored to meet neighborhood needs.

The Half Crown Neighborhood Conservation District (NCD), a small district located just west of Harvard Square, was established in 1984. Fourteen applications for alterations to properties in the district were submitted this year; 12 (86%) of these were handled by staff, and the rest were reviewed at public hearings.

The Mid-Cambridge NCD, created in 1985, contains 2,150 buildings in the area bounded by Massachusetts Avenue, Prospect Street, Inman Square and Harvard Yard. In FY96, 153 applications for alterations were submitted; 127 (83%) of these were handled by staff, and 26 were reviewed at public hearings. Planned construction projects at two of the district's larger institutions, Youville Lifecare and Cambridge Hospital, occupied much of the Commission's agenda in FY96.

The Historical Commission also works with property owners to protect properties without designation. The preservation easement program allows an owner to voluntarily protect an architecturally or historically significant building, encouraging private investment in restoration of significant buildings with no corresponding expenditure of public funds. The Commission holds over 20 easements on buildings throughout the City; applications for alterations to these properties are reviewed at public hearings as though they were in an historic district.

The Cambridge Historical Commission is an active participant in a national network of preservation and history-education agencies. The staff fielded many requests from other municipalities for information about the city's groundbreaking preservation programs.

The Historical Commission distributes federal Block Grant funds to low- and moderate-income homeowners in the form of preservation grants. The preservation grant program, now in its 20th year, has helped over 400 owners restore their homes. Six preservation grants were awarded this year.

In the Commission's public history programs, work continues on a completely new edition of Old Cambridge, originally published in 1973 as Volume 4 of the Survey of Architectural History in Cambridge.

A joint project with the Sandwich Glass Museum combined the themes of industry, immigration, and social history. The project focused on the work of Louis Vaupel, a German glass engraver who began work at the New England Glass Company in 1851 and remained in East Cambridge until his death 50 years later. This project resulted in the publication of a translation of Vaupel's diary in the Museum's annual journal, "The Acorn;" an article by the Commission's survey director on Vaupel's life and work in East Cambridge; and a lecture for a public symposium on Louis Vaupel at the Museum in March.

As part of its commitment to community education,

the Commission continues to maintain and expand its respected historic marker program. Three kinds of markers are placed. First erected in 1978, the distinctive "blue ovals" mark sites associated with notable people and events. A second series, installed as part of the African-American History Project begun in 1991, illuminates the long-neglected history of blacks in Cambridge. The third type, history stations, are large panels with illustrated text which explore the history of a particular neighborhood or area.

In FY96, the Commission hired a temporary Marker Program Coordinator to revitalize the Commission's Historic Marker Program. A Marker Inventory was completed and arrangements were made to reinstall seventeen missing markers. Research is on-going to develop additional blue oval markers, while the text has been written for 14 markers (funded by a grant from the North Cambridge Stabilization Committee) to be erected in North Cambridge neighborhoods during FY97.

The Historical Commission's archive of materials related to local history has continued to grow through donations and staff research efforts. In FY96, a part-time archivist was hired to catalogue new collections and to arrange a library in space added to the Commission offices last year. Over 450 members of the public visited the Historical Commission's office for research assistance; an estimated 2,150 more had their questions answered over the telephone.

The staff continued outreach efforts to inform residents about Cambridge's social and architectural history. Staff members worked with classes at local schools. Special projects included assisting a 5th-6th grade class in their year-long project to explore Central Square. More than forty slide lectures and walking tours were given to various community groups, including a neighborhood tour to a group of visiting guides. Preservation and maintenance advice was given to any Cambridge property owners who inquired. The staff received recognition in a regional publication for their work advising homeowners on historically-appropriate house paint colors. The staff continued its work, begun in 1994, presenting the history component of the City's education program for new taxi drivers.

Conservation Commission

The Conservation Commission protects and enhances Cambridge's natural resources through its environmental permitting, review and planning activities. Under the Massachusetts Wetlands Protection Act, the Commission has jurisdiction over the city's wetlands, rivers, streams and floodplains. The Commission issues permits for projects proposed in and around these resources to protect the important functions of wetlands, such as flood control, prevention of pollution, and habitat for fish and wildlife. The Commission also works with the Water Department, Department of Public Works, the Law Department and the Community Development Department to review Environmental Impact Reports and other state and federal permit applications and documents to ensure that environmental

impacts of proposed projects are avoided, minimized and mitigated to the fullest extent. The Commission also encourages and participates in on-going planning, monitoring, and restoration efforts to improve Alewife Brook, the Charles River and associated wetlands and parkland. The Commission works with local citizen groups, watershed groups and other city, state and federal agencies and organizations to increase awareness of urban environmental issues and to direct the necessary resources to these efforts. The Commission also advises and provides technical assistance on environmental and open space issues to other City departments. The seven members of the Conservation Commission are appointed by the City Manager to three-year terms, and are served by one staff person.

FY96 HIGHLIGHTS

- The Commission continued to administer the City's Community Garden program, which includes 15 gardens with over 400 hundred gardeners. With the assistance of other City departments, established a new garden in North Cambridge, the Don "Mac" McMath Park Community Garden on Pemberton Street.
- The Commission held over 20 public meetings/hearings at which permits were issued, with potential applicants were met, and environmental issues of concern to Cambridge residents were discussed.
- The Commission participated along with other City Departments in the US Environmental Protection Agency's efforts to improve the water quality in the Charles River to make it "fishable and swimmable" by the year 2005.
- The Commission continued to carefully scrutinize large-scale projects effecting Cambridge, such as the Central Artery/Tunnel Project, the Metropolitan District Commission's New Charles River Basin Master Plan and the Massachusetts Water Resources Authority's Combined Sewer Overflow (CSO) Control Project. The Commission's Director was appointed to the CSO Technical Advisory Committee, which advises the Secretary of environmental Affairs on this project.
- Working with groups such as the Alewife Coalition, Friends of Blair Pond, the Mystic River Watershed Association, the Alewife/Mystic River Advocates, Save the Harbor/Save the Bay and the Charles River Watershed Association, the Commission actively participated in shoreline surveys, water quality monitoring, fish observation and other projects designed to benefit the Charles River and Alewife Brook.
- The Commission continued to provide environmental education opportunities through its Storm Drain Stenciling Program, by working with the Water Department to provide the public with information on the wetlands and wildlife of Fresh Pond. It also helped Save the Harbor/Save the Bay organization provide free workshops to the public on the causes of urban water pollution.
- The Commission co-sponsored a meeting of organiza-

tions and individuals interested in restoring and protecting the Alewife Brook/Mystic River watershed. The meeting was successful in bringing these groups together so that efforts could be better coordinated.

Peace Commission

The Cambridge Commission on Nuclear Disarmament and Peace Education continues its mission of promoting peace within Cambridge, at the personal, neighborhood and city-wide level in the lives of children, youth, families and across ethnic, racial and class lines. It was started 1982 to confront the concerns of nuclear war. The Peace Commission has expanded its mission to incorporate challenging local forms of discrimination which foster violence and promoting those ideas and programs that affirm diversity and build community within our City. Dedicated to the concept of thinking globally and acting locally, the Commission creates and supports programs to build understanding, community cooperation and social justice.

The Commission has devoted special attention to the concerns of youth violence in Cambridge and has collaborated with others to design creative programs which might prevent further violence. The Peace Commission has tried to promote non-violent programs at the school level. It has also collaborated with school and community efforts to develop comprehensive policies which foster a community in which difference is understood and celebrated. This community would recognize and confront sources of violence and ensure that all members of the school community are part of the effort for equity.

The Peace Commission is unique in Cambridge (and within the United States), although it is fast becoming seen as the only real strategy for addressing the kinds of violence now affecting our cities. Programs of violence prevention have been shown to fail if they are not grounded in fertile soil. The Commission is creating that fertile soil through projects such as the Peaceable Schools Campaign for teacher-training in conflict resolution and creating peaceable classrooms. The Commission is supporting campaigns to confront the culture of violence which profits off our children and communities by promoting violence through toys and fun. The Commission provides a framework and perspective which links the realities of violence, both local and national, and begins to offer programs and action that can really have lasting impact. The Commission is uniquely situated to join these "peace-making" efforts which have been traditionally unconnected to better serve the city of Cambridge as well as enhance the programs themselves. The Commission acts as a network center for Cambridge linking peace organizations, community groups, school and university efforts, neighborhood concerns with each other and the City. Finally, the Commission has begun an annual commitment to recognizing and celebrating Cambridge peacemakers.

RESPONDING TO SCHOOL VIOLENCE: CREATING SCHOOL PEACE

Creating Programs to Resolve Conflicts and Promote Peace-Making in the Classroom

- **Alternatives to Violence: Creating Urban Peaceable Schools Institute:** In collaboration with the Peaceable Schools group (PSG) (Lesley and Wheelock Colleges and the Cambridge School Department), the Peace Commission organized and ran the fourth annual Summer Institute reaching 150 teachers. Entitled "Changing the Culture of Violence," the Institute offered workshops, speakers and skills to build multicultural, safe, equitable and democratic classrooms. Teachers and staff (more than 60 from Cambridge) heard key-notes from multi-cultural educators, conflict resolution leaders, and cooperation educators. Ground-breaking in its holistic approach, the Institute offered keynotes, workshops, reflection groups and community-building strategies. The Institute is a nationally recognized model for creating school climates which link multicultural issues to conflict resolution and are capable of promoting non-violence.
- **Affirmative Action Diversity Working Group:** A committee of School Department administrators, multicultural programmers and Peace Commission members implemented the first year of a comprehensive assessment tool and process for use system-wide in Cambridge. Aimed at building multi-racial, multi-class connections between teachers and parents and using a Multicultural/Peaceable School Self Study within a school, the project was carried out at the Overseeing a consulting team from Visions. The committee documented 3 different approaches developed at each school to build or strengthen a more inclusive school-wide community while assessing the curriculum and climate in each school. Based on the success of the adaptable model, 2 new elementary schools were selected for 1996 (Tobin and Harrington) and all of the administrative staff at CRLS. On-going work will be continued at the original 3 schools to build on the first year foundation.
- **Anti-Bias, Anti-Violence Elementary Education Initiative:** Initiated by the Peace Commission and Literacy Connections, a group of early childhood educators and day care directors convened a series of meetings to look at how to build alliances between anti-bias work in the classroom and anti-violence work. Too often in the recent development of anti-violence plans for early childhood centers, directors have had to choose between multicultural/anti-bias materials and violence prevention. Much of the violence prevention curricula has not been grounded in inclusive or bias related materials, just as a lot of multicultural curriculum have not addressed issues of violence. The group is developing a "guide" for day care directors on how to assess their centers and provide a framework for integrating conflict resolution with multicultural education.

- **Resource Center and Support for Cambridge Schools:** The Commission has developed an extensive library and workshop materials on conflict resolution, peace education, non-violence and multicultural awareness. The Director has made materials and staffing available throughout Cambridge's schools.

WORKING WITH YOUTH TO BUILD PEACE-ORIENTED ALTERNATIVES TO VIOLENCE

Promoting Understanding Across Differences: Building Peacemakers

- **12th Summer Youth Work-for-Peace Camp:** Cambridge Peace Commission ran its 12th annual summer "Work-for-Peace" camp. Twelve Cambridge Rindge and Latin students were selected to be "ambassadors for peace and justice." The multi-racial team of CRLS students met for 2 months to plan a series of summer activities which looked at concerns about violence. For 3 weeks in July they hosted a group of young adults (18-25 years old) from all over Eastern and Western Europe (Italy, Poland, Germany, France, Switzerland, Slovenia and the U.S.). Together the group engaged in discussions, and worked together to renovate low-income housing through Just-A-Start. They also created a writing and art project.

The CRLS students, in conjunction with Peace Commission members and staff, designed a set of discussions and programs focussed on hate violence and how to respond with programs for peace and justice. Within the group, discussions focussed on sharing cultural awareness, looking at the realities of "the American Dream", understanding violence in different countries and looking at racism and violence towards women cross-culturally. Evening programs, which drew wide participation from the public, highlighted the issues of violence based on bigotry and the history of communities who responded. These evenings included a program on hate violence with Cambridge Interfaith Alliance member, Lester Lee, discussing the burning of Black churches; a presentation on human rights and the death penalty with Amnesty International; a native Hawaiian activist lead a discussion on spirituality and sovereignty, activist Howard Zinn spoke on the history of U.S. activism for social justice; and youth from Teens Against Gang Violence spoke on youth violence and youth as the solution.

Overall, for all the Camp participants, both international and local, the experience was successful in building a non-violent community across different cultures, languages and backgrounds. The Cambridge youths talked about new understandings of relationships and friendships built on peace; while the internationals left with a fuller picture of U.S. life and having made a contribution to Cambridge. All the participants became learners and enthusiasts for cross-cultural and non-violent communication and for being a living model for a peaceful, multicultural community.

Creating Programs for Cambridge Youth Leadership

- **Youth Peace and Justice Corps (PJC):** A model program for combatting youth violence through creating on-going teams of youth working for social justice and building a community based on non-violence, the PJC completed a fourth year of 18 existing CRLS graduates. In its second year of collaboration with Harvard's Education for Action, 3 undergraduates and 1 graduate student joined the PJC as staff financed by the college. The young people not only serve as role models for the CRLS students but are learning the skills of social justice leadership for themselves as well. PJC consists of a weekly Institute on leadership development for peace and justice coupled with "affinity groups" designed to carry out campaigns on issues which promote non-violence. The idea for the Peace and Justice Corps is the involvement of young people in social justice work or community action as the alternative to violence. Past programs of violence prevention which have asked young people to renounce violence in a social context which approves and encourages violence as part of a youth's reputation have not worked. Just saying no to violence, even when you become aware of its deadly consequences, isn't enough. Young people need an alternative, something they can build a new "reputation" on. The Peace and Justice Corps offered the opportunity for paid work (a necessity for low-income Cambridge youth, most of whom work one and two jobs after school) and involvement in social change.

The Social Justice Institute is a weekly workshop/meeting for group building through discussions about the causes of violence including racism and sexism, skill-building in the areas of community organizing and leadership, and exposure to the history and principles of social change organizing. Within the Institute, youth are organized into affinity groups of four with one staff person. The affinity groups make it possible to have a larger overall group and still include opportunity for everyone to participate. The youths learn to identify their own cultural backgrounds and develop a pride-based vocabulary of presenting themselves to the world and each other. Through finding their own voices, they can then appreciate others of different cultures and backgrounds. The intensity of the experience seems to translate into a lasting effect in which the young people are advocates for non-violence and change whether they are alone on the street, with peers or in the group. In the spring Institute sessions, the youth themselves organized the discussion presented on issues from personal experience including identity issues of Puerto Ricans, Asians, Portuguese, Jewish and African-American and an education on mental illness.

The 1995-96 PJC changed its identity somewhat by involving younger CRLS students and by eliminating community internships to allow more time to create social justice issue campaigns. While the new direction was not entirely successful in the first year, a core of 7 of the younger students have pledged to return and provide leadership for the PJC of 1996-97. New for the PJC this past year was the proliferation of calls from

PJC "graduates." The Commission provided individual and group support with workshop outlines, issue sheets, and net-working assistance. For the first time PJC graduates were involved in steering the program as well obtaining help to further their activism on campuses or in the neighborhood.

The PJC was supported by foundation funding from the Boston Foundation, Hyams Foundation, and the Boston Globe. The Youth Peace and Justice Corps has demonstrated that a diverse group of youth, many of whom have a history of violence, can become an advocacy team for violence prevention and peace through social justice. Only through a program as intensive and comprehensive as the Corps is this possible.

VIOLENCE IN THE COMMUNITY/FOSTERING PEACE THROUGH BUILDING BRIDGES

Recognizing City-wide Efforts for Peace and Justice

- **First Annual Peace and Justice Awards Dinner:** In the aftermath of memorial services for several local community activists, the Peace Commission decided to create an opportunity to recognize people who had contributed to promoting peace and justice in Cambridge while they were alive.

Over the summer of 1995, the Commission sent out hundreds of nomination forms across the city. The form encouraged agencies and individuals who received them to nominate "youth, elders, activists, "inspirers" and "survivors." The Commission wanted to know of people who are role models, individuals or programs who keep "their eyes on the prize" those who see the peace and hold on, life-long peace and justice makers as well as those among us whose daily lives may be inspirations to their community." Churches, schools, day care centers and communities from all over Cambridge responded to the opportunity to honor Cambridge people who have contributed to decreasing violence, building community or increasing justice for Cambridge residents.

The Commission selected a group of nominees to recognize and they were honored at an awards dinner. Among the recipients were teachers Kathy Greeley, Sue Kranz and Al Ferreira for their efforts to create peaceable, multicultural classrooms and school environments which promote acceptance, East Cambridge activist Rich Vendetti for his crime watch efforts, the Security Staff at Cambridge Rindge and Latin High School for fostering a climate of mediation and safety, the Middle East Restaurant for its community responsiveness, and the Eviction Free Zone for seeking justice for tenants and immigrant communities. Awardees like Steven Brion-Meisels, Kathy Roberts, Paul Walker, Peggy and Boone Schirmer, Mario Davila, Caroline Hunter and Ken Williams, Bob Moses and Mickey and Olivia Abelson were nominated for contributions which are both local and global. Steven's work for mediation and peacemaking within the school department coincided with being co-chair of Peace Action the national peace

group. Bob Moses is known for his historic civil rights work as well as starting the Algebra project for students at the King Open School. Some awardees like former Grenadian UN ambassador Dessima Williams or Globe columnist Derrick Jackson, writer/theologian Carter Heyward were recognized for their broader contributions, since their local efforts are less well known. Similarly, local activists such as Janet Murray of CEOC, Kathy Roberts, founder of the Dandelion Day Care Center, Cecile Durmonay at the Community Learning Center and Yvon Lamour at CRLS were nominated primarily for their local work although all of them have been activists for national and international causes. As a result of contributions through their churches, Mother Elise Jones, Jane Marston and Rev. Douglas Whitlaw were honored. Three nominees were accepted for their contributions through music (both nationally and within Cambridge schools): folk singer/activist Fred Small, New Song Movement Sol y Canto (Rosie and Brian Amador) and Ibrahima Camara. Additional awardees included union activist Michael Bonislowski, Legal Services immigration lawyer Nancy Kelly, economic conversion activist Shelagh Foreman, Peace Action and Sustainable Cambridge supporter Rosalie Anders, Human Service staff and multicultural spokesperson Roslyn Shoy, and social worker Yvonne Pappenheim.

The dinner which filled beyond the 200 person capacity featured a dinner, slide show and community gathering. A Lesley College intern interviewed all the awardees, and creating a slide tape which featured their histories and stories. A program booklet included write-ups on each of the nominees with quotes on their understanding of peace and justice. They created leaves for a tree of peace and justice and offered ideas for sustaining Cambridge. All the recipients and guests commented enthusiastically on the experience of being in such a diverse and affirmative space. Plans began that evening for a second annual dinner to be held in the fall of 1996.

Coordinated City-wide Efforts for Violence Prevention

- **Creating a Domestic-Violence Free Cambridge:** Providing support for the Women's Commission and Violence Prevention Coordinator, the Commission has been an integral part of designing and participating in the creation of the document, towards a Domestic Violence Free Zone. The Director has been a facilitator for the small group process, a member of the design team and an on-going reviewer for the most innovative, comprehensive approach for addressing domestic violence at a municipal level.

Disarming Cambridge

- **Campaign On Toys of Violence:** Last winter holiday season the Commission launched an informational campaign about toys which promote violence. Although toy manufacturers of weapons and single action war figures are not responsible for the real violence in society, they both glorify violence, make money from it and

contribute to desensitizing children to the effects of violence. Members of the Commission developed a flyer and informational materials about toys of violence and distributed it to all Cambridge's day care centers and early childhood programs. The materials provided parents with some understanding about toys of violence and alternative toys (for the same price).

- **Toy Gun Turn-In/Turning Toy Guns Into Expressions of Peace:** In the previous year, the Commission spear-headed a toy gun turn-in program sponsored by Sandy and Son toy store in Inman Square. For each gun returned, Sandy offered a certificate for a non-violent toy. More than 900 toy guns were brought to the store by children from all over Cambridge and through concerted programs within some of the elementary schools.

Taking the toy guns, the Commission decided to involve interested students and art teachers in a project to create alternative uses for the guns. Students at 8 Cambridge elementary schools and several after school programs expressed immediate interest. The classrooms began by drawing pictures of what toy guns could be turned into including images of tables to serve food for the homeless and stakes for community gardens as well as umbrellas and hockey sticks. Several schools took piles of the toy guns, broke them up and built alternate structures promoting ideas of peace. A local non-profit art project in North Cambridge also took some of the guns and sponsored several afternoon workshops in which local children created mobiles and others toys out of the guns.

The Cambridge Multicultural Arts Center agreed to sponsor an exhibit and the creations were put together and displayed during December and January. Hundreds of school children, through classes and as individuals in response to two open-houses, came to CMAC to interact with the exhibit. The mobiles, sculptures and drawings shared the space with another youth-oriented photograph exhibit entitled Eyes from the Storm. The photographs were taken by Bosnian children in refugee camps and encouraged U.S. children to dialogue through writing notes which could be translated and taken to Bosnia.

- **Teachers' United to Resist Unhealthy Children's Entertainment (TRUCE).** With the Commission's technical assistance, a coalition of teachers and daycare workers were organized through the Boston Association for the Education of Young Children (BAEYC) to demonstrate concern about the effects of Power Rangers on young children. After an initial demonstration at the opening of the Power Rangers movie in June of 1994 and the development of a packet of information for teachers and parents which is now being used across the nation, the group coalesced into an organization called TRUCE. From the original mission of Power Rangers materials, the group now works on a variety of responses to a broader array of issues relating to media violence and entertainment violence which affects younger children.

- **Gun Violence in Cambridge:** In working with teachers affected by children's play with toy weapons, the Commission decided to explore the realities of real guns in the city of Cambridge. Working with the Coordinator for Violence Prevention, and the police and crime analysts to determine the seriousness of gun-related violence in the city, the Commission is moving slowly to identify approaches to reducing gun-related violence. Some possible directions include a gun registration program for the city which would identify gun-owners and lay the ground work for education and outreach.

Community Awareness Programs - Affirming Diversity

- **Remembering the Holocaust:** Every year the city of Cambridge remembers the events of the Holocaust with a program and series of events which connect the history and the lessons of the Holocaust with current issues. This past year, the Commission chaired the effort for a series of Holocaust remembrance programs reaching a broad-based Cambridge community through gatherings and cable t.v. The focus for the program was the experience of children of the Holocaust.

A city-wide program of remembrance in April at Temple Beth Shalom featured Steven Ross sharing his experiences as a child in 10 different concentration camps. The CRLS Vocal Ensemble sang from "I Never Saw A Butterfly" based on poems written by children in the Terezin concentration camp, CRLS students read from first hand accounts by children, and The Community Chorus of Cambridge and children from the Keshet after-school performed some childrens' songs.

A second program entitled "The Power of Hate Speech" at the Cambridge Multicultural Arts Center was broadcast live on CCTV. This was a community forum that explored the roots of hate speech in Nazi Germany and look at the creation of "enemies" in the 90's. Panelists included Northeastern professor Jack Levin, Political Research Associate Director Jean Hardisty, Cambridge community activist Lester Lee, ACLU director John Roberts and Reverend Douglas Whitlaw.

A commemorative poster was created for the programming which was very popular and extended the impact to a wider audience. The poster was done by local artist Rick Rawlins and was based on a Marc Chagall image of a mother and child in a sky of stars representing all the "lights" of more than 1 1/2 million children who died during the Holocaust. A booklist on children and the Holocaust was prepared by the Cambridge Public Library.

- **Sister City Efforts:** The Commission has been a supporter with the Africa Sister City Campaign with Bulawayo, Zimbabwe. They organized a mailing to schools, day centers and churches in the search for organizations interested in pairing with sister programs in Bulawayo.
- **Cambridge-El Salvador Sister Project:** A major participant in the Cambridge - El Salvador Sister

Project, the Commission established an education committee for the Sister City Project. It was made up of Cambridge teachers, day care staff and citizens who organized four teachers' delegations to San Jose las Flores. Utilizing materials gathered from our Salvadoran sister city and augmented with teacher's materials from the Amigos and bi-lingual programs, the Peace Commission developed a Central America Kit. During the spring of 1996, the director worked with a local committee to develop a new format for sistering, based on current concerns within San Jose las Flores. The director participated in a delegation to the community in March to meet with council leaders and community members to work out a new method of assessment and communications. The Commission continues to support the **Cambridge-Yerevan Sister City Project** through joint receptions and support for the Armenian youth delegation.

Acting Locally for Global Concerns

- **Hiroshima Observation:** The Commission supported a coalition of peace groups in hosting a delegation of Hibakusha to Cambridge Friends Meeting and created an anniversary recognition of the bombings on Hiroshima and Nagasaki.
- **Burma Support:** Working with the Burma Round Table, CPPAX and the Unitarian Universalist Service Committee, the Commission has supported efforts for education about the military repression in Burma. A selective purchasing bill (designed to cut off state support for contracts with businesses working with Burma) passed the Massachusetts House and Senate and was signed into law. A similar bill is being proposed at the Cambridge municipal level.
- **Resolution of support against unwarranted injustices:** In conjunction with local coalitions of community groups, the Commission has drafted and submitted resolutions against the Indonesian repression of East Timor, the US embargo on Cuba, the occupation of Tibet and the imprisonment and killings in Burma. All of these atrocities have involved some form of US funding or support. The Commission sponsored a resolution in support of political prisoner Mumia Abu-Jamal and opposing the death penalty. The Commission hosted a reception for the parents of Lori Berenson, former MIT student facing life imprisonment for alleged political activities in Peru.
- **Stand for Children March in Washington, DC.** Initiated by the Children's Defense Fund, Stand for Children was a national effort to bring attention to the needs and plight of America's children. In Cambridge, the committee organized 2 train cars of residents to attend the rally and provided food and support for the trip.
- **Clergy Connections:** The Director met with the Harvard Square and Central Square Clergy to hear their concerns about violence in Cambridge, share Peace Commission and Violence Prevention ideas and set up networks for on-going communications. The Director regularly attends the Boston-area Ten Point Coalition to support its work on violence and economic injustice.
- **Community Crisis Response Team:** The Director is part of the Community Crisis Response Team based at the Cambridge Hospital. It offers intervention and effective processing to the whole communities affected by local traumas.
- **Monthly Violence Prevention Network Breakfast:** The Director participates in the monthly breakfast of violence prevention programs based in greater Boston including the District Attorney's Office, police, agency personnel, hospital staff, street workers, school staff and state programs. The breakfast provides information, updates and resources.

Building City/University Efforts for Peace

- **Bunting Institute Peace Fellowship - Radcliffe College:** The Commission Director has been an on-going member of the Bunting network for community issues, and participated in the committee to select the 1995 Bunting Peace Fellow.
- **Collaboration with Education for Action:** The Commission is working with the social action program at Harvard to develop Cambridge community sites for students as well as a pairing of activist college youth with High School youth. This included a successful presentation to 130 members of the Freshman Urban Program.

Working with Peace Organizations

The Peace Commission, through its Director and Commissioners, is involved in on-going networking and collaborations with national and local peace organizations based in Cambridge including: on-going collaboration with a consortium of groups based at American Friends Service Committee to create a Boston-area Peace and Justice Center, co-sponsoring a conference and on-going work on conversion and weapons controls with Peace Action; connections to domestic issues with Mobilization for Survival; joint resolutions with Latin America and Caribbean Solidarity Association (LACASA); joint committee work with American Friends Service Committee, Sister of Notre Dame Peace and Justice, Citizens for Participation in Political Action (CPPAX), United Church of Christ Peace and Justice Office, and Witness for Peace; sponsoring a conference on the United Nations

COORDINATING WITH COMMUNITY AND EDUCATIONAL INSTITUTIONS

Creating Community Service Collaborations for Violence Prevention

Community Collaboration

- **Stand for Children - Cambridge:** Collaborating with the Department of Human Services, the Kids' Council, the Child Care Resource Center and Headstart, the Commission helped to organize support for the June

with the World Federalists; and organizing joint conferences, campaigns or forums with Amnesty International, Center for Psychological Studies, Children of War, CEASE and Fellowship of Reconciliation.

The Commission, which is staffed by one person, is assisted by a volunteer group of Commissioners (ages 18 to 75) representative of Cambridge clergy, teachers, CRLS graduates, neighborhood activists, security guards, parents and others wanting to make Cambridge a city of non-violence, justice and community. Through grants and collaborations, Commission projects also include internships, youth working for a stipend, a part-time coordinator and trainer.

Rent Control

Rent Control was adopted in Cambridge by the Cambridge City Council in 1970 and readopted in 1976 in response to a severe shortage of rental housing. Because of this shortage, and the lack of new construction of low and moderate income housing, the City chose to regulate rents and evictions so that tenants would not be forced out of their community by the rising housing costs. A volunteer Rent Control Board and a City department were established pursuant to the Rent Control Board Act to enforce the provisions of the Act.

On November 8, 1994, a statewide referendum (Question #9) was passed which, had it been enacted as passed, would have ended rent control on January 1, 1995. However, at the eleventh hour, the Legislature passed Chapter 282 of the Acts of 1994. On January 4, 1995, the Governor signed into law the bill which dramatically changed the nature of rent control as we had known it.

Chapter 282, which was called "An Act Providing for the Alleviation of Hardships to Tenants", was intended to provide a transition period rather than the abrupt end to Rent Control which Question 9 provided. Under Chapter 282 all units that were subject to rent control would be decontrolled unless the household includes a tenant who was an occupant on November 8, 1994, who qualifies for protected status. Tenants who may be eligible for protected status include the elderly, disabled, and other low-income tenants.

Under the phase-out provisions of Chapter 282, all remaining controlled rental units will be decontrolled on January 1, 1997.

THE RENT CONTROL DEPARTMENT

Rent Control had been administered on a daily basis by twenty-five full-time and several part-time staff. Primary staff responsibilities included rent setting, eviction review, removal permit review, status determinations, enforcement actions, and public information and assistance. Over the course of FY96 those positions were phased-out. As of July 1, 1996, the Rent Control budget was eliminated. One part-time employee was retained by the Law Department to complete the remaining tasks associated with the final phase-out of rent control.

The primary tasks that the Rent Control staff did during FY96 were the following:

1. Provided Public Assistance, both in person and via telephone to tenants and landlords;
2. Conducted interviews with tenants to determine which tenants qualify for Protected Status and processed their applications;
3. Calculated the 5%/30% rent increases mandated by Chapter 282 and continued to set maximum rents for all covered units;
4. Under the City's Transitional Assistance Program (TAP), provided services and training to landlords, tenants, and various community groups and City agencies; provided other City agencies with information and data required for the implementation of the City's new affordable housing initiatives;
5. Conducted administrative review of Determinations of Protected Status and Decontrol, upon the request of landlords or tenants;
6. Represented the Rent Control Board on Judicial Review of Board decisions and challenge to Board regulations; and
7. Archived Rent Control Board records.

Office of Cable Television

During FY96, the Office of Cable Television Channel 37, Cambridge Municipal Television (CMT), cablecasted over 17 hours a week of regular series programming and about 5 hours a week of special, or annual project programming. CMT continues to expand its program offering by working more extensively with City departments to keep residents informed.

CMT also serves as an in-house television production facility for all City departments. Over 27 departments and divisions regularly make use of this service for the production of training tapes, informational videos, public service announcements, presentation graphics, or for coverage of important department events and programs.

A primary goal of municipal programming is to increase resident awareness of the city they live in and to promote a sense of involvement and participation with their City government. We are currently in our tenth year of City Council coverage and our fifth year of overseeing School Committee meeting coverage, in addition to programs, documentaries, public service announcements, and training tapes produced with City departments and agencies. As CMT's outreach to City departments grows, impact within the City government will continue to expand.

Cambridge City Council

The staff of the Office of Cable Television (OCT)

have provided viewers of the Cambridge City Council Meetings with an easier, more focused production of meetings. Last year, the office introduced a modern video graphics system to help viewers understand and follow the meetings held in the Sullivan Chamber. In past times, viewers needed to have an understanding of the Council rules, or to have a copy of the meeting's agenda to know when particular items were discussed. With the new system, meeting coverage is easier to follow and understand because it informs the viewer of the topic and give some details of the matter being discussed. Now viewers can tune in during a meeting and see, by the graphic information presented what issue is being discussed. These meetings can be seen live at 5:30 p.m. on Monday and the repeats occur on Wednesday evenings at 5:30 p.m. and Friday mornings at 10:00 a.m. Note that this schedule is only in effect when the Cambridge City Council is meeting. Check the programming schedule on Channel 37 for exact dates.

Series Programming

The Office of Cable Television produces series type programming for the Municipal Channel 37. One such series, produced in cooperation with the Cambridge Public Library, entitled **THE AUTHOR SERIES**, is in its eighth year of production. This year, eighteen programs were recorded for cablecasting on the City's cable channel. Authors included: Bell Hooks, William Buckley, Jr., Jonathan Kozol, Noel Ignatiev, James Ransome, James McBride, Fox Butterfield, and others. Many authors were greeted with packed halls and interest in cablecasting was well accepted. OCT was also responsible for closed circuit television monitors in the library for patrons that could not fit into the hall.

A second library series produced this year was the **O'Neill Library Community Writers' Series**. This series differed by highlighting local community authors for exposure and to show diverse local talent. Names such as Christine Palmidessi and Anne Whitney saw the screens of Channel 37 for the first time.

Working with the Human Services Department, The Summer Sizzles Concert Series was recorded to add a musical flair to Municipal Television. Artists included the James Montgomery Band, Blue Heaven, The Ninth Street Band, and New Creation. The kids were included with coverage of the Kids' Concerts at Danehy Park where Igor Fokim, Mary-Anne Donnelly, Silver the Clown, and Ned Landin received excited toddlers to welcome their performances.

Exploring Cultural Diversity, in its third year of production, also received coverage by Channel 37. This series covered topics such as the School to Work Initiative and the Cambridge Career Paths Internship Program.

Annual Programs

The Office of Cable Television has continued to support many annual programs sponsored by City departments. This year the list included: the "1996 City of Cambridge Employee Awards Ceremonies," "Recycling Awards Ceremonies," "Student Awareness Fire Education Program Graduation," "Handel's Messiah at Kresge

Auditorium," "CRLS Seventh Annual Chamber Concert," "Memorial Day," "Veteran's Day," "Patriots Day," "10th Annual CityRun Road Race," and others. These programs and others are part of the yearly foundation of event coverage. Viewers that are unable to join these events have come to expect these and other annual programs.

Police & Public Safety

Public Safety and Community Awareness programs centering around the Police Department are also part of Channel 37's main programming lineup. Ongoing series such as "Officer of the Month" highlight the department's members and give residents a human look at the people that operate the department.

Coverage was also provided for the "Citizen's Police Academy Graduation", and the "Police Department Swearing In Ceremonies" that were held at City Hall. Viewers were able to watch a rare ceremony usually reserved for participants and family. This program was so well received, it will become an annual event for viewers. Also the first "DARE Graduations" were covered from the Morse, Fletcher, King and Harrington Schools. The young men and women of the City were congratulated and honored for passing this drug awareness course.

A collaboration of MIT and Cambridge Police forces was also highlighted. This program focused on the joint effort of both departments and how they complement each other for added security and safety for all residents of the City.

"National Night Out" coverage including Hands Across Alewife, Hands Across the River on the Massachusetts Avenue Bridge, and events at Rindge Field resulted in a program for presentation for an Award for all National Night Out participants around the country.

Emergency Operations

This year the Office of Cable Television fine-tuned its role in Emergency Communications with the addition of new communication technologies to make subscribers more aware of situations in the City. A system for immediate contact with Channel 37 allows information to be relayed on Municipal Television within minutes. Therefore information such as snow emergencies, school closings or other more potentially damaging situations are communicated almost immediately after decision are made. Information such as emergency numbers, contacts, where to go and what to do give guidance to subscribers for the situation.

In the event of a drastic situation that requires emergency coverage, the regular Cable TV schedule is preempted. Information on the emergency situation can then be broadcast to all subscribers.

Library

Special events sponsored by the library were also produced. This included topics on: "Saving on Taxes," "What Every Business Owner Should Know," and "Rogers Celebration at the Valente Branch Library." Video production coverage included the branches of the library as well. Coverage of the Library Expansion gave residents a view of the plans proposed.

Special Programs

Special programs evolve from special projects by City departments and agencies. Coverage of the "St. Patrick's Day Parade" was a milestone in OCT's production capabilities. For the first time, live, three-camera remote coverage of an event occurred. The amount and complexity of equipment for such an event has been finally realized by the department. OCT is now able to duplicate this coverage for future City events.

Another first was the coverage of the "1995 Cambridge Municipal Elections." Residents saw the election process firsthand on Channel 37. This effort between Continental Cablevision and Cambridge Municipal Television marks a milestone in cooperative efforts between the two entities. With the introduction of the efforts of Channel 37, a more in-depth look at the election was communicated to the viewers.

Sports coverage by OCT was increased with the coverage of the "1996 Mayor's Cup Baseball Tournament." Channel 37 provided full color and commentary coverage of this six-game, two-day event. This event was attended by over 100 Cambridge Little League players. Cable coverage was instrumental in the success of the event.

"Snowstorm in the City" portrayed life at the Dept. of Public Works (DPW) during an 18-hour shift. Channel 37 climbed along for the ride which allowed viewers to see the many different operations needed for clearing away snow during the height of the storm. Close coverage was given to DPW operation including Garage Operations, to Dispatch and Control, and Plowing to Quality Control. Viewers were presented with a department that ran like clockwork to keep City streets passable for emergency vehicles and the general public.

"A Tour of the Cambridge Water Department: Water Processing" provided an in-depth look at the present water processing facility. All steps of this facility from water intake at the three Cambridge Reservoirs to Filter Beds to Chlorine treatment were explained in detail with graphics and visualization. Viewers were able to understand the process of water processing through basic terms and easy-to-follow maps. This program was the first in a three-part project of the entire Water System. Watershed and Distribution will follow in the coming year.

Other topics of interest also focused on recycling with "Commercial Curbside Recycling in Cambridge," "Computerization of Elections," "Jobs & Poverty: Where are we going," "Managing Diversity," "1996 CRLS Scholarship and Awards Ceremony," "Block Grant Funding in Cambridge," "Cambridge First Day at MIT," "Health Care: The Cost of Survival," and others. These programs allow Municipal Television to spread out coverage to many different corners of the City.

The dedication of the Haggerty School, the Agassiz School, and the Cambridge Senior Center Dedication also received coverage from Channel 37. These three events marked completion of major undertakings from the City. Along with these dedications, the "Groundbreaking of the Frisoli Youth Center" represented a new chapter in supporting the youth of the city.

Other Services

The Office of Cable Television also serves the City

in other aspects of the audio and video medium. This year the office services, which include Channel 37 Bulletin Board Access, and Video Production Services, (Event coverage, Training Programs, Presentation Graphics, and Editing 1/2" or 3/4" videotape) have expanded to include Duplication Services, Audio Recording and Production, Time Lapse Recording, Photo Manipulation, and comprehensive Project Management. With the expansion of services, more city departments and agencies have been utilizing video and audio production to get projects completed and the word out to citizens and employees.

Consumer Assistance

Although cable programming may be its most visible aspect, the Cable Office regularly serves as a source of information on cable and other communications realms and as a liaison for Cambridge residents who are in need of assistance in dealing with Continental Cablevision the City's cable licensee. The Office handles everything from simple informational requests to complaints about service and billing disputes. Through proper affiliation the Cable Office stays abreast of all the legal, technical, and consumer oriented areas of the cable television arena. Constant effort is being made to sort out multiple issues and new regulations.

Water Department

The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 95,000 permanent residents. The CWD operates as an agency of City government under the general direction of the City Manager who delegates the overall responsibility of the water operation to the Managing Director. Five members comprise the Water Board, all of whom are appointed by the City Manager and serve as an advisory to the Managing Director and staff. The CWD is regulated by federal and state drinking water codes. Operating budget, debt service and capital improvement projects are financed by the sale of water. An increasing block rate structure (refer to Table I) serves to promote water conservation by means of a progressive pricing schedule that raises the cost per unit of water service in the blocks of higher consumption. The rate structure, which is approved by the City Council, consists of five incremental block rates for water consumption during the period beginning April 1, 1996 and ending March 31, 1997.

TABLE 1

	Consumption (CCF) ¹	Water Rate (\$/CCF)*
Block 1	0-40	1.79
Block 2	41-400	1.93
Block 3	401-2,000	2.04
Block 4	2,001-10,000	2.18
Block 5	Over 10,000	2.34

¹CCF is an abbreviation for 100 cubic feet. One CCF is approximately 750 gallons. One gallon of Cambridge drinking water costs about three tenths of a

cent applying the most expensive block rate of \$2.34.

*CCF denotes hundreds cubic feet

The rate structure above reflects a 16.8 percent increase from last year's water rates. Prior year water rate increases in 1995 and 1994 were 3.7 percent and 4.3 percent respectively. This year's increase was needed to build up the water fund balance so that the City could proceed with the construction of a new water treatment facility at the Fresh Pond Reservation. The construction of the new facility is slated for commencement in 1997 and is expected to be completed before the turn of the century. Given the fact that the sewer component of the water and sewer bill will increase by only 0.1%, the combined increase customers will pay is 6.0% or a \$32.00 annual increase for a single family residential user. Table 2 depicts the projected impact on individual residential sewer and water uses:

TABLE 2

Residence	Approximate Annual Balance
Single Family	\$32.00
Two Family	\$39.00
Three Family	\$57.00
Four-Eight Family	\$85.00

The City continues to offer the Senior Citizen Discount Program for water and sewer use. This program, which was implemented in FY91, provides either a 10 percent or 25 percent discount on water/sewer bills, depending on certain qualifications. Any resident who owns and occupies his or her home and who is 65 years old or older on July 1st qualifies for the 10 percent discount. This discount may not exceed \$60 for the fiscal year. To qualify for the 25 percent discount, a homeowner must be 70 years of age or older and must have been granted the Clause 41C Elderly Real Estate Exemption, which is based on demonstrated financial need. This discount may not exceed \$150 for the fiscal year. During FY95, 2,672 households took advantage of the discount programs.

The CWD is comprised of five major divisions:

1. Administration
2. Watershed
3. Water Quality and Treatment Operations
4. Transmission and Distribution
5. Engineering and Program Development

Accomplishments achieved this year are summarized by division.

Administration

The Administration division is responsible for: human resource management, budgeting, fiscal affairs, procurement, policy development and customer service. This division is also responsible for processing quarterly water bills for the 13,946 metered accounts in the City and

performing quality control inspections for leaks, faulty registrations, damaged meters and illegal water connections.

We are pleased to report that the Department Environmental Protection Division of Water Supply (DEP/DWS) awarded the CWD first place in the 1996 Public Water System Awards Program for outstanding performance and achievement in the Very Large Community System category. Judging was based on a point system which was determined by compliance with the drinking water regulations, overall evaluation of statistical reports submitted and the ability to consistently provide high quality drinking water. This is the first time the CWD has won such an award.



1st place in the DEP/DWS 1996 "Public Water System Awards Program".

Other significant accomplishments achieved this year in Administration are as follows:

- the initiation of the first phase of an on-going public relations program to improve customer service and to educate the public about water-related activities and issues; and
- informational newsletters, videos, an introductory brochure and a slide presentation were a few of the products which are currently being shared with the public at neighborhood meetings, in mailings, on bulletin boards throughout the Fresh Pond Reservation, on the Internet, in local newspapers and on cable TV.

Watershed

The Watershed Division is responsible for the management and operations of the City's four reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The Division develops and implements complex watershed protection plans, which include hazardous materials response planning, community outreach, public education, environmental compliance review, site development monitoring and stormwater management. During FY96 over 20 construction projects were reviewed and monitored in the 24

square-mile "up country" watershed.

A major component of watershed protection is the Ranger Program which started in 1994 at the Fresh Pond Reservation. This was expanded this year to address issues throughout the water supply system on projects including use assessment, public programs, community and agency outreach, educational information in a variety of media and regular site patrols of public contact and rules enforcement.



Grounds crew at Fresh Pond

Other significant accomplishments achieved this year in Watershed are listed below:

- Completed groundwater monitoring program at Fresh Pond.
- Initiated a pilot watershed business partnership program with GTE and Polaroid Corporations.
- Completed the development of Geographic Information System (GIS) watershed protection base maps for the Hobbs Brook and Stony Brook Watersheds.
- Completed equipment acquisition, pilot fire department training and response atlas for the watershed communities hazardous materials response program.
- Completed Stony Brook embankment stabilization (1000 feet) in cooperation with the MBTA.
- Negotiated for the City's interest in the development of the Memorandum of Agreement for the Marrett Road widening project which resulted in maximizing design, construction and maintenance standards to insure watershed protection.
- Developed a Water-Week Workshop for teachers working in public and private schools in Cambridge. Participated in Cambridge Public Schools Teacher Workshops at the invitation of Science Staff Developers.
- Developed and presented an in-service training program

for the Cambridge Police Department on the Ranger Program and enforcement issues at Fresh Pond Reservation.

Water Quality and Treatment

The Water Quality and Treatment Operations Division is primarily responsible for operating the water filtration plant at Fresh Pond. This includes overseeing water treatment and laboratory operations. This division is also responsible for planning and coordinating the design and construction of a new Water Treatment Plant (WTP) at Fresh Pond. The new WTP will be located in the same location as the existing WTP and will be in the same output capacity of 24 million gallons per day (mgd) as the existing WTP but it will be contained in a more compact building structure that will occupy less real estate. In addition to the new WTP, improvements to the Fresh Pond shoreline and pathways are planned as well as inspections and repairs of other related water supply facilities such as gatehouses; reservoirs; and pipelines. Construction is anticipated to begin during the fall of 1997 with completion planned in 1999.

A new WTP is needed because the existing WTP is 70 years old and has exceeded its useful life. As a result, the City pursued the following options: Option 1 - Rehabilitation of Existing WTP; Option 2 - Abandon Existing Water Supply and Purchase Water from MWRA; and Option 3 - Construct New WTP.

Option 1, Rehabilitation of Existing WTP, is cost prohibitive and would not be easily adaptable to new technologies as regulations may warrant and thus was eliminated from consideration. Option 2, Abandon Existing Water Supply and Purchase Water from MWRA, was also eliminated from further consideration because water users would be charged higher water rates, the City would abandon a precious water resource and the City would negate the benefits of past investments in the watershed and reservoir facilities. Option 3, Construct New WTP, was found to be the most cost effective option as well as providing a state-of-the-art water treatment facility, and thus was selected as the preferred option. Commencing in 1989, objectives were established to determine the most appropriate location for a new WTP.

Site selection methodology involved developing a list of all potential sites, eliminating sites by applying successively more restrictive criteria, and finally, determining a preferred site. The selection of siting criteria and the order of their application were based on achieving the overall project goal of ensuring a safe drinking water supply while minimizing environmental impact. The siting study concluded that the existing WTP site is the best option, with demolition of the existing WTP and construction of the new facilities in the same location.

The project involves the following major components:

- Use of the MWRA's water supply via existing connections for the duration of construction.
- Demolish the existing WTP and associated buildings.
- Construct a new 24 mgd WTP and associated facilities.

- Install a new raw water intake in Fresh Pond Reservoir.
- Implement site access improvements on Fresh Pond Parkway.
- Perform maintenance activities at Fresh Pond Reservation in support of the new WTP.
- Inspect and repair related water supply system facilities (e.g. gatehouses, reservoirs, and pipelines).

During this past year, the conceptual design for this endeavor was completed and the Environmental Notification Form (ENF) was filed and approved. The conceptual design, including site and water treatment process selection, was scrutinized and commented on by an independent peer review committee before acceptance. A final design contract was negotiated and signed with Camp, Dresser & McKee, Inc. (CDM). Final design is expected to be completed in the Summer of 1997.

Other significant accomplishments achieved this year in Water Quality and Treatment Operations are as follows:

- Produced and delivered 5.369 billion gallons of finished water to the City. In 1995, the average daily water consumption was 14.7 million gallons per day (mgd) which was 3% less than last year's average of 15.15 mgd.
- Completed interim treatment plan improvements which included the installation of a positive ventilation system in the control room, the installation of safety railings in the filter plant and a filter backwash chlorination system.
- Acquired approval to discharge residuals into MWRA sanitary system.

Transmission and Distribution

The Transmission and Distribution Division is primarily responsible for the maintenance, installation and general upkeep of the distribution pipeline facilities. These facilities include, but are not limited to transmission mains, water services, hydrants, valves and fire protection appurtenances. The distribution system is made up of approximately 180 miles of water mains ranging in size from 4 to 42 inches in diameter. There are over 1,650 fire hydrants, 4,500 valves, 18,000 valve boxes and 13,500 services within the distribution system.

The pipeline network starts in Waltham where water is conveyed from the Stony Brook Reservoir to the Fresh Pond Reservoir. The water is filtered and treated at Fresh Pond and then pumped to the Payson Park Finished Water Reservoir located in Belmont via a 40-inch pipeline. The elevation associated with the Payson Park Reservoir provides the hydrostatic pressure head to meet the pressure requirements for the City's distribution network. The following table depicts total units of work completed this year versus previous year's totals.

Category	Units Completed	
	FY95	FY96
Meters Installed/Repaired	595	847
Leaks Repaired/Checked	108	142
Services Installed/Replaced	294	235
Hydrants - Replaced	78	45
Hydrants - Repaired	220	194
Valves Installed	93	82

Other significant accomplishments achieved this year in Transmission and Distribution are listed below:

- Rehabilitated 3.5 miles of water mains and replaced 235 lead water services with copper throughout the City.
- Increased the number of fire hydrants by 16, from 1,638 to 1,654.
- Improved the fire flows at 63 hydrant locations with 36 of this total being upgraded to fire-fighting status.
- Repaired 2 leaks on the 63" diameter Stony Brook conduit.

Engineering and Program Development

The Engineering and Program Development Division is responsible for: overseeing capital improvements, performing distribution modelling, maintaining maps/records, implementing a cross connection control program, developing and implementing new programs and technologies, reviewing and issuing permits, developing, bidding, and implementing standard Water Works specifications (e.g. water meters, Water Works materials, construction and metering/plumbing/backflow services), and coordinating technical activities throughout the City.

FY96 saw the continuation of large water works improvement projects including the completion of the Huron Avenue and Brookline Street Water Main Improvement Projects, the Cushing Street Area Cleaning & Lining Project and the initiation of the Cambridge Street Water Main Improvement Project. Approximately 11,000 ft. of new pipe is planned to be installed at the completion of the Cambridge Street Project.



Cambridge Street Water Main Improvement Project

The Cross Connection Control Program continued with surveying business establishments and testing back flow devices. We have surveyed approximately 80 percent of the business establishments in the City and have performed the necessary testing of all existing devices per DEP regulations. The water pipeline maps, record drawings and files are being converted to electronic format for use in a City-wide Geographic Information System (GIS) database. Electronic format will enable immediate access to information providing easy record maintenance as well as valuable and complex analyses for imminent and long range engineering goals.

Other significant accomplishments achieved this year in Engineering and Program Development are listed below:

- Performed 4,350 backflow device inspections.
- Conducted annual Cross Connection Control Informational Meeting for public officials and business community.
- Issued 287 new device permits.
- Updated the water distribution systems plans.
- Updated the 43 distribution system maps with GIS data for electronic conversion.
- Completed new water main installation design for Cambridge, Prescott, Broadway and Sacramento Streets in cooperation with the DPW Sewer Separation Program.
- Performed the bi-annual leak detection survey of the Distribution System.
- Completed the WTP heating system restoration.
- Initiated the Automatic Meter Reading (AMR) technology piloting for future implementation.
- Completed Water Works materials, general construction and AMR piloting specifications for bidding.
- Issued 153 total permits, consisting of 31 fire pumps, 24 hydrant use, 12 water abatement and 86 construction.

Library

"People can lose their lives in libraries. They ought to be warned". Saul Bellow

Library use in 1996 continued the steady rise that began in 1989. The dramatic growth in demand for services, programs, materials, hours of operation, new technologies, and space presented the Cambridge Public Library with many challenges and opportunities. Library cardholders peaked at 64,580 and circulation topped 1,000,000 for the second consecutive year. The Cambridge

Public Library's extensive program offerings increased 39% with a commensurate increase in attendance. Once again the Cambridge Public Library was one of the busiest libraries in the Commonwealth, was open substantially more hours than any comparable library, and offered more than double the programs of any similar community. The creative and exhaustive efforts of the library staff have once again provided superlative opportunities for learning, career advancement, recreational reading, cultural understanding, and improvement in the quality of life for all residents.



The competition was fierce at the First Cambridge Public Library Children's Chess Tournament.

Community interest in the renovation and expansion plans for the Main Library resulted in the City Manager's appointment of the Library 21 Committee. The City Council recognized the need for an expanded and "state of the art" Main Library in a unanimously approved resolution. Architects from William Rawn Associates, in cooperation with historic preservation specialists, Ann Beha Associates, developed various schemes for an expanded Main Library. Numerous public meetings were held but consensus was not reached. The Library 21 Committee continues to examine the complex array of issues that need to be addressed in the plans for a 21st century library system. One area of common agreement is the belief in the value and benefit of the public library and the desire for the very best services for the residents of the city.

Library users responded overwhelmingly to the establishment of a Friends of the Cambridge Public Library organization. One "Friends" registration was returned with a note expressing what appears to be the message of the people: "...I want to come to the support of one of the most interesting and socially worthy enterprises in all of the great city of Cambridge." In the first seven months, 542 individuals and families have joined the Friends group. The Friends have begun to organize a corps of volunteers to participate in library programming and support. They will join in our endeavors promoting the importance of libraries, literacy and love of reading.

BRANCH LIBRARIES

Staffing changes and neighborhood input directed and improved the focus of each branch library. Four branches received outside book returns which allow library users to return materials twenty-four hours a day. Funding for the book returns was provided through a generous donation from the Bank of Boston.



New book drops provide 24 hour access for library users.

The O'Connell Branch Library improved both interior and exterior areas, installing air conditioning, new carpeting, refinished furnishings, and a copy machine. Hours of operation were increased to meet the needs of the neighborhood for five-day service. Developing family programs and new children's programs became a priority in response to this neighborhood requests. Outreach efforts such as the "Arts in the Park" program resulted in capacity crowds at events such as family sing-a-longs, and holiday celebrations with music and crafts. Attendance soared 30% to 3903. Weekly story hours, toddler sing-a-longs and creative dramatics have pleased the younger crowds while the adults have enjoyed poetry readings and discussions as well as local author appearances.



Children are captivated by Igor Fokin's marionettes at the O'Connell Branch.

The Collins Branch Library has also been targeted for revitalization. Recommendations made by the Library Director and the Board of Library Trustees will provide the Collins Branch with a new roof as well as interior improvements. A change in staffing has brought new interests and programming ideas, which has attracted new users and re-introduced old friends to this branch. This vitality pushed circulation up 25%. Library programs increased 88% and reached out to all residents of the neighborhood.

Neighborhood pride was reinforced as the Central Square Branch Library celebrated its 20th anniversary in June. Storytelling, songs and music fascinated a crowd of over 150 people. Under new leadership, the Central Square Branch has been revitalized and outreach efforts expanded. Programs increased by 50% and attracted almost 10,000 more patrons than previous years. Response to the art gallery has required scheduling of exhibits months in advance, and book discussion groups for all ages have exceeded expectations. The Children's Room hosted three new programs targeting families: the Japanese Festival, a Family Sing-a-long, and a Pajama Storyhour. Young adults were introduced to an exciting book discussion group, "Books & Brownies." This popular afterschool group has produced their own newsletter full of book reviews and creative writings samples.



Central Square librarians bring stories to children at neighborhood playgrounds and parks

The branch was awarded a grant from the National Endowment for the Humanities to host **Making a Living: The Work Experience of African Americans in New England**. This discussion series and exhibit were developed by the New England Foundation for the Humanities, the Museum of Afro-American History, and the African Meeting House to highlight the accomplishments and contributions of African Americans in New England.

The Central Square Branch has also successfully encouraged participation by area groups and businesses. The Lucy Parsons Book Store sponsored a lecture series on Saturday afternoons and the Central Square Neighborhood Coalition conducted a workshop on home buying to assist residents who were displaced by the abolition of rent control. Branch librarians also provided services to many churches and human service agencies in this section of the City.

The **Valente Branch Library** has experienced a renewed interest in programming and, in fact, increased their programs by 50%. Both old and new programs attracted almost 13,000 library users, an increase of 17%. There is a program every afternoon providing positive activities for neighborhood children. Special events, such as the field trips to the Boston Public Garden, George's Island, and the Arnold Arboretum were successful in attracting new families to the branch. A weekly story hour in Portuguese has also been well received by young and old alike. The Valente Branch provides two ESL (English as a Second Language) classes per week; a conversational class for beginners and a speaking & writing skills class for the intermediate level. Library staff and neighborhood children participated in the annual Portuguese Day Parade to promote visibility for library services and programs. Manuel Rogers, Jr. addressed a capacity crowd as the keynote speaker at the 12th annual Manuel Rogers, Sr. Program. He spoke of his parents life in East Cambridge and their commitment to serving the community as evidenced by their commitment to the Valente Branch Library.

The **Boudreau Branch Library** continued to visit classrooms at the Tobin and St. Peter's Schools which resulted in their most successful summer reading program with over 140 children participating. Author Eric Arnold gave neighborhood children the inside scoop on his new book, **A Day in the Life of a Baseball Player: Mo Vaughn**. Circulation increased to 70,276 the highest branch circulation ever and the highest circulation per square foot in the system.

The **O'Neill Branch Library** continues to be known for promoting local authors, artists, and talents. Family nights and potluck dinners have become neighborhood favorites. The Community Writers' Series continues to attract large audiences and respected writers such as Jill McCorkle, Florence Ladd, Richard Hoffman, and Anne Whitney Pierce. Posting a 20% increase in programming, the O'Neill Branch has become the educational, recreational and cultural center of the neighborhood. The branch's longstanding connection to the surrounding neighborhood has produced record breaking circulation and the highest use among the branch libraries.

MAIN LIBRARY



Professor John Kenneth Galbraith speaks on behalf of libraries at the dedication of the Sakey Lecture hall.

The library acknowledged the leadership, accomplishments and vision of **Director Emeritus Joseph G. Sakey** by naming the lecture hall at the Main Library in his honor. Among the distinguished guests at the reception which dedicated the Joseph G. Sakey Lecture Hall was Professor John Kenneth Galbraith who extolled the merits of our public library system while congratulating Mr. Sakey on his outstanding contributions and years of dedicated service.

The City Council, the Cambridge Women's Commission, and the May Sarton Committee dedicated a tree on the library grounds in memory of Cambridge Latin School graduate and noted author May Sarton.



The Cambridge Black Cultural and Historical Association presented its Black History Month Award for Outstanding Community Leadership and Service to the Ladies Auxiliary to the V.F.W. of the United States, Isaac Wilson Taylor Auxiliary #2443 at the Cambridge Public Library's 24th Annual Black History Month Program.



Children's author Gloria Jean Pinkney autographs books after sharing supper and a reading of her latest book with a capacity crowd of families.

The success of our Author Series attracted many distinguished writers this year. William F. Buckley, Andrei Codrescu, Andre Dubus, Fox Butterfield, Rosa Guy, and

Jonathan Kozol were among those featured. Children's illustrator James Ransome and children's writer Gloria Jean Pinkney participated in our Second Annual Black History Month Series. Families were invited to join the writers for supper so that the children and writers could mingle and share their ideas. Ethel Heins, former Editor of the *Horn Book*, also addressed an attentive and enthusiastic audience.

The Black Author Series broadened its appeal by featuring Gwendolyn Brooks, Pulitzer Prize winner and successor to Karl Sandburg as Poet Laureate of Illinois. Spellbound audiences were inspired by her words and presence. In cooperation with the Cambridge Public Schools and the Cambridge Partnership for Education, Ms. Brooks spent the day meeting with students and greeted a capacity crowd of adults in the evening.

The Cambridge Public Library was one of 16 libraries nationwide to be selected as a site for the Modern Poetry Association's *Points of Origin Poetry Series*. The series, which was funded by the National Endowment for the Humanities and the American Library Association, introduced audiences to the works of modern poets such as Rita Dove and James Merrill.

A grant from Time Warner and the American Library Association brought the photo exhibit *It's US* to City Hall and the Main Library. The photo essay included works from nationally known photographers which illustrate and celebrate the rich and dynamic multicultural qualities of our population.

CHILDREN'S SERVICES

Amidst creative dance workshops, stories in the parks, craft activities and field trips, our 1,375 Summer Reading Program participants found the time to read a total of 21,547 books! East Cambridge Savings Bank was once again a proud sponsor of the Summer Reading Program, "Be a Book Fiend" and even hosted story hours in their various branches for the first time. The library provided the librarian and story books while the bank provided not only the space but free ice cream and refreshments for all. This year, librarians worked closely with the City's Recreation staff as well as schools and summer camps to ensure that all children and families were given the opportunity to participate.

Children's authors and illustrators made guest appearances and encouraged the children to treasure the time they spend with books. The Museum of Science Van visited with enticing exhibits and the Cambridge Partnership for Education once again funded the purchase of books to honor the successful participants. A cooperative program with the Dance Complex introduced creative dance to children at all library locations throughout the City.

Children's programming at the library has become a popular way for families to enjoy quality time together. Library patrons participated in the special celebrations of Chinese New Year, the Caribbean Festival, Portuguese Parade, the Swedish Holiday of Saint Lucia and Black History Month. Regularly scheduled favorites such as Monday night Chess Club and Purple Pelicans continue to

blend new participants with the old. Bookies, a young adult book discussion group has experienced tremendous popularity in its first year and has tripled in size. This ambitious group of teenagers meet weekly to talk about books, have a snack and share their thoughts. They also began producing their own newsletter of book reviews.



Chinese New year's celebration delighted and entertained all ages.

In the final analysis, the Cambridge Public Library is the victim of its own success. Circulation, library card registration, program attendance, and library visits are at historic highs. We are fortunate to have a dedicated Board of Library Trustees and a staff who are committed to providing excellent services and collections to all residents of the City. Given the comparatively small size of its staff, the Cambridge Public Library is performing at a level unheard of in other communities*:

- Cambridge is open more hours per week (327) than any library in the Commonwealth except Boston. The third highest is New Bedford at 222.
- Cambridge offers more programs (3409) than any library in the Commonwealth except Boston. Springfield is a distant third with 1106.
- Cambridge has the third highest circulation (1,025,798) in the Commonwealth after Boston and Newton. Springfield is fourth with 873,663.

As its current and past accomplishments attest, the Cambridge Public Library aspires to the very best for the citizens of the City. The vital services now offered and the critical new ones will require the commitment, cooperation, support, and partnership of citizens, businesses, and government to achieve our vision for the future.

* figures come from the Massachusetts Board of Library Commissioners *Massachusetts Public Library Data: Circulation and Services Report, FY95 Data*.

**SERVICE STATISTICS SUMMARY
FISCAL YEAR 1996**

	FY96	Change From FY95
Circulation		
System Total:	1,025,505	+ 41,586*
Adults	642,904	+ 8,709*
Children	382,601	+ 32,877
Reserves Filled		
System Total:	57,096	+ 15,254
Registered Borrowers		
System Total:	64,580	+ 5,103
Programming		
System Total:		
Programs	4,739	+ 1,330
Audience	103,599	+ 28,562
Adult:		
Programs	1,133	+ 331
Audience	24,390	+ 9,407
Children:		
Programs	3,606	+ 999
Audience	79,209	+ 19,155
Additions to the Collection		
System Total:	25,767	+ 788
By Purchase	24,035	+ 950
By Gift	1,731	- 162
Total Collection (including non-print)	501,066	+ 10,601

* To meet state standards, the FY96 circulation does not include certain categories previously counted. For a valid comparison, statistics for these categories have also been retrospectively deducted from the FY95 circulation (- 41,879).

The Cambridge Hospital Community Health Network

After finishing an impressive FY95, The Cambridge Hospital Community Health Network continued to make strides towards becoming a seamless continuum of care throughout FY96. Its avid dedication to improving the health of its diverse community has spurred changes and developments on many levels, all of which are placing the Network in a sound position in today's tumultuous health care industry. While maintaining its strong community focus, the Network logged for the sixth consecutive year an operational surplus, proving that community based

medicine can also have a positive bottom line.

The creation of the Cambridge Hospital Community Health Network, a system which melds into one structure the service's of the City's hospital, the neighborhood health centers, the Neville Manor Nursing Home, and the units operated by the health department including all public health and school health services, has allowed the Network to begin a new and exciting chapter in the hospital's rich 79-year history. At the first management meeting of FY96, Somerville Hospital president, Carl Zack, stood before the Network's staff and relayed Somerville Hospital's acceptance of a proposal to merge the two institutions. Since then, providers, administrators, managers and staff from all levels of the Network and Somerville Hospital have been ardently working towards the union of the two institutions.

With both hospitals serving nearly identical populations and pursuing similar missions, the merger is both natural and practical. However, as Somerville Hospital is a private, not-for-profit hospital with little union labor, and Cambridge is a municipal hospital with a heavily unionized work force, significant changes had to be accomplished before the union could happen. These changes had to happen on both the local and state level.

The Network, in conjunction with all concerned parties, immediately began drafting legislation that would create the Cambridge Public Health Commission. This proposed public authority would legally allow for the merger of the institutions, enable the Network to pursue its mission, and give it more flexibility in hiring, purchasing, contracting and future affiliations with other healthcare partners.

After receiving unanimous Cambridge City Council support and approval from the Massachusetts House and Senate, the legislation was signed into law by Governor William Weld just twelve hours before the closing of FY96. In all the various hearings concerning the legislation, not one voice rose in opposition to the legislation.

The Cambridge Public Health Commission Board will consist of 19 representatives from both Cambridge and Somerville, who will be appointed by the City Manager. While the majority of the Board seats will be filled by existing Hospital Trustees, a limited number of vacancies will be filled from the public at-large. Current Cambridge Hospital CEO and Commissioner of Health and Hospitals John G. O'Brien has been appointed as the CEO of the Cambridge Public Health Commission.

A new chapter has begun.

FY96 - "Improving Community Access"

The Creation of the Cambridge Public Health Commission and the subsequent merger were not the only major events happening in the City's health care arena throughout the year. Political and economic factors throughout the last year have seriously impeded the ability of many populations to gain access to crucial health care services. Many of the efforts undertaken by the Network in the past year have focused on improving and expanding the community's access to these services throughout the City.

● Network Health

Recent legislation on both the federal and state level has generated much anxiety for our uninsured populations. In the beginning of FY96, the Network introduced Network Health, an innovative program for people without insurance who meet certain income guidelines. Network Health pays the bills for most services provided at the Network, covering more services than traditional free care does. Through active outreach efforts, such as the first annual Community Health Week, Network Health has already enrolled over 3,500 patients since its inception in the fall of 1995. In merging with Somerville Hospital, Network Health will soon be expanded to more sites throughout both communities to ensure that our uninsured populations will have access to quality health care.

● Immigrant Access to Health Care

The Network is clearly concerned about recent federal proposals to limit immigrants' health rights, and has been acting throughout the year through various channels to advocate for their well-being. In November, 1995, more than 50 hospital employees attended a presentation by the Massachusetts Immigrant and Refugee Advocacy Coalition and attorneys with Cambridge and Somerville Legal Services to discuss recent welfare reform and other federally proposed legislation. An Immigrants' Rights Committee was formed and has been responsible for organizing several efforts to address this serious issue including letter writing campaigns, public hearings, and voicing support for the Cambridge City Council's unanimous resolution to keep providing health care services to all people regardless of their immigration status. On January 18, 1996, the Network organized a "Day of Commitment to Immigrant Health Rights," during which a Network wide survey revealed that over half of its patient base are immigrants.

● The Somerbridge Grant

Somerbridge is a community health project, funded through a demonstration grant from the AHA's Hospital Research and Educational Trust, which strives to improve the health of the communities through strengthening the connections between the community and its health care providers. By going to the community to discuss and discover its health care needs and concerns, Somerbridge aims to integrate the community and its ideas into improvements designed to increase access to services in order to improve its health. Somerbridge is currently working on three initiatives: the elderly, immigrant health rights and substance abuse.

● The Senior Health Center

On October 31st, the Network was proud to be a part of the grand opening of the City-wide Senior Center, when over 600 people visited this new state-of-the-art facility. Located on the third floor of the building, the new Senior Health Center offers a full range of personalized health services including Primary Care in Adult Medicine and Geriatrics, Women's Health, Nutritional Counseling,

Podiatry, Mental Health, Behavioral Counseling and Laboratory Diagnostics.

● Transportation Assessment for Seniors and the Disabled

The Network has also completed an initial assessment of transportation needs of Cambridge Seniors and began implementation of joint transportation planning with Somerville Cambridge Elder Services to expand transportation options for seniors. The Network has also continued to work on plans to offer accessible taxi service to persons with disabilities.

● Expanded ESL Project

The Network, in realizing the significance of the language barrier, has increased opportunities for Cambridge residents to study English as a Second Language (ESL) by expanding the ESL Network, a partnership between Community groups, to ten sites, serving approximately 200 students.

● The Third Annual Hoops 'n' Health Basketball Tournament

This wonderfully innovative tournament keeps getting bigger and better. Participation and attendance continues to grow each year, as well as the services provided at the event. With an average of 160 men of color playing in the tournament, and over 1,000 spectators at the Hoyt Field, players must undergo a physical examination before playing in the tournament. Over the past two years, the tournament has also promoted other health and social issues including women's issues, voter registration and job information. This year's tournament also featured its first ever hearing-impaired team. In planning for the next tournament, an effort is being made to incorporate Cambridge's public schools.

Building for the Future

With growing concerns about escalating construction costs, the Network has down-sized its REACH (Renovation and Expansion as A center for Community Health) project, and garnered community support. The Network gained IPCC approval and began the review process with the Mid-Cambridge Neighborhood Conservation District Commission.

The Network also maintains its plans to renovate a Victorian House to create the new Birth Center. Women from the community will be able to complete the process of labor and birth in a setting which is more friendly and comforting than in a large institution.

Neville Manor

Neville Manor continues to fulfill its 217 year mission of serving the residents of Cambridge. As a 179 bed nursing home, Neville Manor today serves adults who are in need of health care services, including long term

care and short term rehabilitation or respite care.

In FY96, the services provided by Neville Manor continued to evolve, with a greater emphasis placed on short term, rehabilitative, and respite care residents - though the great majority of residents continue to be long term. This greater diversity of services was designed to meet the needs of patients coming from our hospital partners at The Cambridge Hospital and Somerville Hospital.

The year was marked by increasing integration of Neville Manor with the other providers within the Cambridge Hospital Community Health Network. Whereas only five years ago, Neville Manor operated independently of the hospital, today there is increasing interdependence. This change has been marked by the merging of our fiscal and information service departments, and close cooperation and communication in many other areas including admissions and discharges, nursing, nutritional services, security, human resources, and purchasing. This closer relationship strengthens Neville Manor's ability to serve the residents.

Neville Manor's improvement projects continues to improve the quality of services received by the residents. Perhaps the areas of most significant progress has been the reduction in use of physical restraints. Over the past five years, the use of physical restraints has dropped from 50% of residents to 3%. In addition, the use of siderails has dropped from 81% to 38% in the past year. In all of our efforts to reduce the use of restraints, safety is a primary consideration.

The continuing improvements in the quality of services is reflected in the Department of Public Health's annual surveys. In the past two years, Neville Manor has experienced outstanding surveys - the best in our history.

Neville Manor faces considerable challenges as we move into FY97. The physical plant is old and in need of major renovations if it is to continue to meet the needs of the residents. Neville Manor is also experiencing significant financial deficits. These challenges must be addressed if Neville Manor is to continue to fulfill its mission to the residents. A task force has been convened and is expected to make recommendations regarding Neville Manor's future by the end of the year.

Human Services

The Department of Human Service Programs, formed in 1980 with the goal of "creating and coordinating services which enhance the quality of life for Cambridge residents," has grown over the years in its ability to serve the community well through successful efforts to secure non-City tax funding which now comprises approximately one-half of the Departmental budget, through bringing the vision of many into a common focus, and through recruitment and development of very able staff. The nine-member Human Services Commission offers guidance to the Department and to the City Manager on human services matters. In addition, many efforts to identify service gaps and plan for improvements and new resources involve bringing together organizations and interested individuals from the community.

The Department continues to respond to the changing human service needs of the Cambridge community with a mixture of direct services operated by the City, planning and technical assistance with local groups, and provision of funds to agencies through service contracts. The City's Department of Human Service Programs itself offers far-ranging programs, including Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, Adult Basic Education, Literacy, English as a Second Language, the Multi-Service Center for the Homeless, Haitian Services, substance abuse prevention programs, Tobacco Control initiatives, Child Care and an array of services purchased through selected community agencies.

In addition to municipal human services, there are approximately 160 not-for-profit human service agencies in Cambridge. Most human service agencies have funding from multiple sources, possibly including state, federal, United Way, municipal, private foundations and other private donations. Community and governmental agencies provide services to every age group, including health care; counseling and mental health services; substance abuse prevention, intervention and treatment; economic assistance; food programs; housing; employment and job training; legal assistance; education; and specialized services for newcomers and minority linguistic communities.

Planning & Development

Staff of the Planning & Development Division continue to work with the Commission for Human Service Programs and a number of City departments and groups in the community to identify human service needs, and to develop resources to meet these needs. As new opportunities arose, the response was an emphasis on community planning of homeless programs. Staff worked with homeless consumer groups to sponsor ten consumer forums and two provider meetings to gather information on needs and past successes and failures of service strategies. A Homeless Planning Steering Committee with consumer, provider, Cambridge Housing Authority, Community Development and Human Services representation was formed. This group was instrumental in the development of a 13-program application for FY96 HUD Supportive Housing Program funding.

Nutrition, earned income credit and other benefits programs continue to receive emphasis, ranging from the Summer Food and Nutrition Program, to involvement in and funding of the Pantry Network and the offering of multiple trainings for Human Services, library and community agency staff. Planning and Development staff also revised and disseminated the popular Benefits Directory as well as compiling a Volunteer Opportunities Directory for Cambridge.

The Substance Abuse Task Force Leadership Forum with school personnel was very successful, and will be repeated with other participants in fall, 1996. During its fifth year of operation, the Substance Abuse Task Force (SATF) worked increasingly with the Cambridge Hospital to identify means of bringing substance abuse functions more closely into the work of the Hospital and neighborhood health centers; securing of a new grant from the

federal Center for Substance Abuse Prevention was a natural follow-on activity. The new program, the *Cambridge Prevention Coalition*, is aimed at health care providers; one of its early activities was cosponsorship with the Massachusetts Department of Public Health Community Health Network Area (CHNA 17) Coalition of a conference on managed care and prevention. The June conference, "Promoting Health in a Changing Environment: Who's Responsible," was attended by 160 providers.

State-funded Tobacco Control programs within Human Services included Health Education for at-risk target groups, and *Cambridge United for Smoking Prevention (CUSP)*. Tobacco Education conducted a week of events in the schools leading up to the American Cancer Society's Great American Smoke-Out/Scream-Out in November, with several hundred participants from CRLS and elementary schools. Tobacco Education collaborated with CASPAR and CUSP on the First Annual "Celebrate Black History, Celebrate Good Health" Fair in February at the Area IV Youth Center. CUSP conducted retail compliance checks with the Tobacco Control Program of the Department of Health and Hospitals and found that tobacco sales to minors had dropped by 36% since the enactment of the City ordinance in June 1995. CUSP has also worked closely with the schools to assist in the revision of tobacco policies for the 1996-97 school year, and has been involved in World No Tobacco Day activities which occur in May each year.

The Grants Management staff were extremely active this year developing, administering and monitoring 29 Community Development Block Grant (CDBG) contracts, eight Emergency Shelter Grant contracts, four Supportive Housing Program subcontracts, 12 Federal Emergency Management Agency (FEMA) contracts, 28 Fund for Housing contracts and 22 other outgoing contracts and a number of incoming grants from different funding sources.

Commission for Persons With Disabilities. Community outreach and education were the primary themes for the Commission for Persons the fifth anniversary of the passage of the Americans with Disabilities Act (ADA), the Commission continued its efforts to educate public sector agencies and private sector businesses about the opportunities offered through full ADA implementation.

During FY96, the Commission began several new initiatives geared toward promoting the full integration of persons with disabilities into all aspects of Cambridge community life. One important component of community education involves helping students develop at an early age an awareness of disability issues from the perspective of individuals with disabilities. Toward that end, the Commission developed a disability awareness curriculum geared to fourth and fifth graders in the Cambridge Public Schools entitled "Each and Every Ability."

Recognizing the importance of cultivating good relations with the private sector on disability access issues, the Commission provided individualized technical assistance to many Cambridge-based businesses and institutions. Following site visits to dozens of Cambridge area restaurants to inform owners and managers about ADA compliance practices, the Commission developed a database to track community access improvements.

Ongoing activities of the Commission include providing information, referral and technical assistance on

access and other disability-related matters to Cambridge residents, consumers, and employers. In addition, the Commission processes requests for reasonable accommodations from City employees with disabilities and requests for reasonable modifications in policies and procedures from City program participants with disabilities. Reflecting its ongoing efforts at communication access, the Commission acquired a Braille computer printer to ensure City newsletters, brochures and other publications can be provided in a timely fashion to Cambridge residents who are blind.

Facilitating improvements in the City's overall availability of accessible parking is another ongoing Commission project, including the establishment of additional off-street and on-street parking spaces for people with disabilities, in conjunction with the Traffic, Parking and Transportation Department. The Commission issues temporary accessible parking permits to Cambridge residents with temporary disabilities, and initiates recommendations to the state Registry of Motor Vehicles for improvements in the statewide plate/placard system. In cosponsorship with the Council on Aging, the Commission operates a taxi discount coupon program and Buylines discount program. In order to encourage better access to public transportation for person with disabilities within the City, the Commission closely monitors accessibility problems with MBTA trains and buses. The Commission also is actively engaged in developing a plan for wheelchair-accessible taxicabs in Cambridge, integrated with the conventional taxicab fleet.

Finally, collaboration with all City departments continues as a primary Commission objective, with an emphasis on a team approach to integration of persons with disabilities. The Commission also furnished customized training and technical assistance on ADA compliance issues to many City agencies and departments. Commission staff also responded to individual disability-related queries from numerous City personnel. Over the past year, Commission activities with both the public and private sectors have resulted in significantly expanded access and increased opportunity for people with disabilities throughout the City.

Kids' Council. The Coordinating Council for Children, Youth, and Families (The Kids' Council) brings together top City officials and representatives of the community to identify and respond to the needs of the City's children and families. The Council provides leadership and serves as an advocate and catalyst for coordinating public and private services and activities to promote the well-being of our youngest residents and their families. Participation by community/parent members of the Council is particularly important; it provides community input into the City's development of policy and programs affecting children and families. The Kids' Council's current focus is families with children aged 0 to 12.

In 1995, the Centers for Families of North Cambridge experienced its first full year as the pilot site for the broader Centers for Families initiative. The pilot Center completed the renovations of its office housed in the Fitzgerald School. Plans are underway to complete the development of the Center's indoor playspace by next September to fully implement the program's components. During the past year, the Center established its elected Community Advisory Council. With their guidance, the Center collab-

orated with public and private sectors to provide an array of family support services to the residents of North Cambridge. Over the course of the year, the Center served 312 families, of which 66% were families of low-income. Of the families served, 250 requested Information and Referral Services, 62 received Crisis Case Management, 43 enrolled in Parent Support Groups conducted in English, Spanish, and Haitian Creole, 62 enrolled in Family Computer Literacy Classes, 38 participated in Family Literacy Activities, and 15 received ESL Classes.

This year, the Center for Families offered the first Parents As Teachers Institute in Cambridge as a partner in a federally funded project under the Goals 2000 Parent Assistant Program grant with the Right Question Project, the Cambridge Public Schools Parent Information Center, the Cambridge Partnership for Public Education and others. Staff from the Cambridge Public Schools Home-based programs, the Cambridge Even Start Program, and the Center were trained to use the Parents As Teachers model to reach out to parents of children ages 0 to 3 and to promote parents as their children's first teacher. In collaboration with the Fitzgerald School, Cambridge Even Start, Fitzgerald Community School, and the Mildred O'Neill Library to promote family literacy, the Center organized a month-long celebration in North Cambridge to recognize National Family Literacy Day which began on November 1. The Center completed a Request for Proposal process to select an evaluator for the program. Tufts University's Family Programs Project headed by Francine Jacobs, a nationally recognized expert on family support, was chosen; the evaluation will begin early next year.

As part of the Centers for Families initiative, the Kids' Council completed planning of the Cambridge Newborn Home Visiting Project, a citywide voluntary home visiting program for families with newborn babies. This project was formed in coordination with the Cambridge Public Health Nursing Department, the Health of the City, the Cambridge Visiting Nurses Association, the Immunization Action Project, the Cambridge/Somerville Early Intervention Program, and the Center for Families of North Cambridge. The project will begin implementation in North Cambridge and serve as one of three pilot sites for the Massachusetts Department of Public Health "First Link" program, a screening and monitoring system to assess the status of children beginning at birth. Through a joint effort with the Health of the City and the Harvard School of Dental Medicine, planning for the Cambridge Children's Oral Health Program was completed. The program will be citywide and serve children birth through eighth grade.

To continue raising public awareness about the importance of child and family well-being, the Kids' Council sponsored and led the Cambridge Stands For Children Committee, a coalition of local organizations representing the public and private sectors. This coalition organized the city's efforts to support the Stand For Children Rally convened by the Children's Defense Fund in Washington, DC on June 1. The committee conducted a Candlelight Vigil attended by nearly 100 people at Cambridge City Hall on the eve of the rally. Over 150 Cantabridgians joined the coalition on a train ride to the rally. The Cambridge coalition was the most successful in the state for raising funds to sponsor families to the rally

from individuals, the Friends of the Kids' Council, The Boston Foundation, WBZ-TV, the Schott Foundation, and the Cambridge Trust Company. In addition, Food for Free donated nourishing snacks for the long train ride. Finally, the Kids' Council was chosen by the Children's Defense Fund to serve as an official representative for Massachusetts at the rally in Washington, DC.

In the coming year, the Kids' Council will continue these activities as well as develop other ventures by strengthening and increasing coordination and collaboration between municipal departments and the City's extensive non-profit/private system. Increasing public awareness of issues concerning our City's children and their families will be a major focus.

Multi-Service Center. The Multi-Service Center (MSC) served 950 homeless or at-risk adults and 130 families over the course of the year. Casework services focused on assistance in obtaining housing, mental health and substance abuse services, public benefits, employment and general counseling. In addition to the Center's 26 transitional beds for men at the YMCA, five beds were available at the YWCA with intensive services for homeless women. Homeless families were served primarily by the Homeless Intercept/Housing Search Program. Housing Search placed 75 families in permanent housing, and provided up to twelve months of follow-up for each family. Through a contract with Human Services, the Greater Boston Housing Initiative (GBHI) provided a part-time Housing Search Specialist for individuals ready to seek permanent housing. Between June 1994 and June 1996, 105 Cambridge clients were placed through this service; a number received ongoing stabilization services and up to twelve months of GBHI rent supplements. In FY96 the locally-raised Cambridge Fund for Housing the Homeless assisted 28 households with such costs as first month's rent or arrearage; MSC staff also assisted 30 households through Federal Emergency Management Administration funds.

The Multi-Service Center is also the site for the Haitian Services Collaborative, consisting of the City's Haitian Services, staff from the Haitian Multiservice Center of Dorchester and HAEDA, a volunteer educational group.

Childcare

The Childcare Division began the year with all four preschool and seven school-age programs fully enrolled. Programs include the King Preschool and the Longfellow Preschools, which are open full day, year round. The Fitzgerald Preschool located at the Gately shelter, and the Haggerty Preschool housed in the newly renovated Haggerty School, both these programs are open from 8:30 to 12 daily and run from September to June. The seven School-Age programs include the King (2 classrooms), the Fletcher, the Graham and Parks (2 classrooms), the Maynard, and the Fitzgerald. In September, the Haggerty school-age program was opened. All are located within the elementary school of their name except the Fitzgerald which is located in the Gately Shelter. Programs are open from the end of the school day until 5:55 p.m., from September to June. Children may enroll 5, 3 or 2 days per week.

Approximately 300 children were enrolled during

the year with an additional 300 children on a Wait List. The need for additional childcare programs continues to grow. All of the childcare programs are licensed by the Office for Children. Licensing requirements include guidelines for staff training, program policies and procedures, and facilities. Additionally, all 45 childcare staff participated in a 2 day orientation and training at the end of August. This was an opportunity to review program policies as well as participate in CPR and other training sessions on team building and curriculum planning.

A highlight for the year was the request by a group of parents from the Morse neighborhood for advice on opening a school-age program at the Morse School. After many meetings and discussions, this parent group requested that the program be run and managed by the Department of Human Services, Childcare Division. In response, planning began for an additional school-age program to be located at the Morse School in September of 1996.

Parents of preschoolers at the Haggerty program expressed interest in a summer program and an extended day option. The Childcare Division spent some time gathering information from current parents and those on the waitlist. We are still looking at financial feasibility and the planning will continue through 1996. The Childcare Parent Advisory Committee continued to meet periodically throughout the year. Topics for discussion/action ranged from program services on snow days to Stand for Children. Participation in the Committee is open to parents whose children are enrolled in any of the DHSP Childcare Programs. Parents reviewed and discussed the recommendations for securing a permanent revenue stream to support childcare scholarships and much enthusiasm was generated around the idea of a credit card with percentages going to the fund. Work will continue on bringing this idea to fruition.

Several Childcare staff joined with other division members to plan for, distribute information about, and attend the Stand for Children held in Washington DC on behalf of all children. Staff shared stories of their experiences with parents, children and fellow staff members.

The Childcare Division continued its' commitment to children by managing and/or expanding the contracts for children with special needs, families at risk, and low income families through work with the Bureau of Pupil Services, Childcare 2000, the Cambridge Partnership for Children and the Department of Social Services.

Community Learning Center

The Community Learning Center (CLC) provides day and evening adult basic education classes at 19 Brookline Street and in several other locations around the city. Four program areas are offered: English as a Second Language (ESL), literacy, GED preparation, and the Adult Diploma Program. Seven levels of ESL and five levels of basic reading, writing, and math, ranging from beginning literacy to the high school level, are available. GED classes prepare students to pass the five examinations required to obtain a high school equivalency diploma from the state Department of Education. The Adult Diploma Program awards a Cambridge Rindge and Latin School diploma to adults based on a combination of demonstrated competencies in reading, writing, and mathematics and credit for

other life experience areas. Educational and career counseling is provided for all students to support participation in the program and success in the next steps after program completion. Individual tutoring by volunteers is available as needed. Students practice their skills using a computer and learn word processing and other computer applications.



Mayor Russell congratulates a Community Learning Center graduate - June 20, 1996.

In addition to City funds, the Community Learning Center received grants and contracts from several sources including the Massachusetts Department of Education, the Job Training Partnership Act, Cambridge Head Start, the Cambridge School Department, the Cambridge Housing Authority, and the Cambridge Community Foundation. These grants enabled the CLC to continue to offer a large number of special programs, including three focused on family literacy. Even Start, a collaboration with the Cambridge School Department, provided adult basic education classes for parents, early childhood education for their children, home visiting, parent and child activities, and a parent discussion group. The program is based at the Gately Shelter in North Cambridge. In another collaboration with the School Department and Community Schools, the CLC ran a computer-based family learning center at the Harrington School. Under the Center for Families initiative, ESL, family literacy, basic skills, and computer classes were offered in North Cambridge for parents and their young children.

Through a joint program with the American Red Cross, 20 low-income adults were trained to meet the requirements to become certified as home health aides and nursing assistants; 19 are now working in the field. A new school-to-work initiative entitled "Adult Career Pathways" was developed to provide intensive job readiness, academics, and computer skills to 15 students with a focus on the fields of health care and financial services. The Cambridge Hospital and Fleet Bank were involved as business partners and the Office for Workforce Development provided planning assistance. Outreach, counseling, and on-site classes have continued for public housing residents at Jefferson Park, Newtowne Court, and Washington Elms. Outreach and special classes for homeless adults were also

provided, however, federal funding of this service ceased in December of 1995. Staff worked with the Planning and Development Department of Human Services and with the Massachusetts Department of Education to identify possible sources of continued funding for homeless services.

The ESL Network has continued to involve a variety of community organizations in providing ESL classes with technical support and student referrals from the CLC. Classes were held at 11 sites this year: Christ Church, Youville Hospital, the Volpe Center, the Graham and Parks Community School, Fresh Pond Apartments, the Valente branch library, St. Peter's Church, the Cambridgeport Community School, St. Paul's Church, the Cambridge Senior Center, and the Moore Youth Center (through the Morse Community School). The second annual conference of Network members was held in April. The CLC trained twenty teachers from the Boston area to work with students who have learning disabilities. The training consisted of a six-week theory course and a ten-week supervised practicum. A lecture series entitled "Adult and Adolescent Reading and Learning Disabilities" was provided at the Central Square Library in the spring. It was open to the public and was well attended. Three teachers began planning production of a text for ESL literacy students to be written in August, 1996.

In the Action for Health project, part of the Massachusetts Department of Education's comprehensive health education program, a group of CLC students investigated the topics of nutrition, stress, and exercise and produced a video and print materials for display at a final conference in June. With support from the Cambridge Community Foundation, the CLC embarked on planning for the use of technology with adult basic education students. A Technology Advisory Group with representation from other City divisions and departments, the School Department, and CCTV was formed. Teacher and student focus groups were held. Two CLC students were hired and trained as computer aides. A vision and plan are now in the process of being drafted.

In response to student demand, class hours were increased to a minimum of five hours per week. 918 students representing 64 countries attended classes in the various programs over the course of the year. At the graduation ceremony on June 20, 41 students received high school credentials and 19 graduated from the advanced level of the ESL program. The Friends of the CLC presented \$500 scholarships to two graduates who are pursuing further studies at Bunker Hill Community College. The CLC began a more systematic follow-up of recent graduates, including a survey, phone calls, and encouragement to attend courses at the new Cambridge campus of Bunker Hill Community College. An Alumni Association was created in the spring. A CLC graduate was honored as the Adult Education Student of the Year by the Massachusetts Coalition for Adult Education.

Community and Youth

The Division of Community and Youth supports a network of neighborhood-based programs which provide educational, recreational, social and cultural exploration and development opportunities for all age groups. The division works with neighborhoods in developing high-

quality and cost-effective programs.

Together with the Neighborhood Councils, the staff of Community Schools works to develop programs and services which reflect the interests and needs of individual neighborhoods. The range of programs offered this year included: after-school children's educational, cultural and athletic activities; a citywide preteen group; adult education courses; and for the elderly, advocacy and referral services; holiday events; and vacation programming. The third annual Camp Information Night at CRLS was held in March, which attracted over 100 people. In this past year, 16 summer camps were offered for children at 14 Community Schools sites, serving approximately 1,000 children. In order to respond to parents' needs for child care during the summer months, twelve of the camps ran an extended day program. Summer Arts in the Parks programs were also well attended. Other special events include neighborhood potluck dinners, children's dance and theater performances, trips, Halloween parties, the Black History Month Celebration and family concerts. Finally, Community Schools continue to be active in collaborating with Safe Neighborhood organizations and continue to provide financial support to low income families in our camp programs & after-school enrichment classes. Community Schools Programs continued collaborations with other agencies, such as Cambridge Multicultural Art Center, the Boston Recycle Center, Boston Museum of Science, Cambridge Public Library, Cambridge Camping Association, Cambridge School Department, the Arts Council, Substance Abuse Task Force, Cambridge Community Television and the Mayor's Office.



The Jamnastics camp at Maynard Community School was one of 16 camps provided by Community Schools, which served approximately 1000 Cambridge children last summer.

The Multicultural Task Force, comprised of members from other Human Service divisions, continued to offer staff training and community forums on Multicultural issues. The translation committee continued to address the need for publicity and services to linguistic communities. In addition, the Task Force sponsored Children's early release day events at the Cambridge Multicultural Arts

Center; an annual Gospel Concert; Black History Family Night with presentation of the Harriet Wigfall community service awards and a children's creative writing contest; and luncheon forums on current topics for City workers.

The Cambridge Performance Project Inc, in its 11th year, offered 13 classes in 7 schools, the Cambridge Community Cable studio, and the Dance Complex, giving approximately two hundred children ages 5-14 experience in theater and dance. Achievements included the creation of a new intensive theater class for preteens and the continued growth of the Back Porch Dance Company, an intergenerational Multi-ethnic troupe, which performed at First Night and MIT as well as the Senior Center. The Project continues to receive outside funding from the Massachusetts Cultural Council and local corporations and foundations.



Seniors enjoy National Night out against crime, thanks to the North Cambridge Crime Task Force sponsored by Community and Youth Division of DHSP and neighborhood businesses.

The North Cambridge Crime Task Force served the North Cambridge community in FY96 by undertaking crime prevention initiatives such as Neighborhood Safety Walks (to identify environmental problems such as insufficient lighting, overgrown trees, graffiti and neighborhood hot spots) and neighborhood block parties attended by residents and the police; and by collaborating with citywide groups such as the COP Leadership Council and the Domestic Violence Task Force to forward the implementation of community policing and reduce the incidence of violent crime citywide. The North Cambridge Community and Police Service Center functioned as a neighborhood information center and base of activities for the Task Force throughout the year. The 1995 National Night Out Against Crime included a "Morning Out" program, ceremonies acknowledging the partnership with police, citizens and city government officials from the municipalities of Arlington, Belmont and Boston and Cambridge and evening activities. For the second year, the Task Force was recognized nationally by the National Association of Town Watch with its "All Star Award" for our National Night Out program.

Co-chaired by two neighborhood residents, the Area

IV Crime Task Force is proud of its many accomplishments this year, including: revision and distribution of the Safe Neighborhood Packet; continued sponsorship of youth/ police partnership projects; and sponsorship of the seventh annual Drug Free Community Fair. The group also sponsored (often in several languages): safety/self defense workshops for adult women and young women in Area 4; workshops on AIDS awareness and prevention; substance abuse awareness and prevention; and 'scam prevention' workshops. Through its growing collaboration with the North Cambridge Crime Task Force, Area 4 sponsored safety walks in both neighborhoods. In its advocacy role, the Task Force successfully sponsored campaigns: to post neighborhood schools with drug free school zone signs throughout the City; to reduce noise through the "Respect Your Neighbor" campaign; and to press for greater police presence and visibility on our streets. This exciting year was made possible by gains in fundraising, which included support from the Cambridge Housing Authority, Governor's Alliance Against Drugs, Draper Laboratories, and the Boston Foundation.

The Cambridge Youth Program operated out of five Youth Centers and three drop-in gym sites. Two satellite sites at the Fresh Pond Apartments and Walden Square Apartments also served youth from the developments, through a federal Drug Elimination Grant. The Youth Program network offered quality educational programs to its membership between the ages of nine through nineteen. Program staff collaborated with the Police Department, District Attorney's Office, School Department and outside agencies. The educational component included: homework assistance programs provided by program staff and outside agencies such as Americorps and Tutoring Plus; A Million Men March follow-up lecture series included violence prevention, esteem building and employment readiness; the Dating Violence Intervention Project; and the Caspar Drug/Alcohol Educational Program. The Youth Program is particularly proud of three accomplishments: attendance by over 40 young women members at the Massachusetts Status of Girls Conference; several tours of New England colleges and universities; and the dedication of a computer center at the Area 4 Youth Center. The Youth Program Developer conducted an extensive review of program and organizational issues, which has already led to expanding and improving educational services and staff trainings for the coming program year. With Youth Program staff, the East Cambridge community completed the design of the new center with Cambridge Seven Associates and planned the ground breaking celebration.

Council on Aging

The Council on Aging (COA) is the city's Elderly Services Division, responsible for planning and providing services for Cambridge residents age 60 and over. The COA manages community services and supports, as well as center-based services at two locations- the citywide Senior Center at 806 Massachusetts Avenue and the North Cambridge Senior Center at 2050 Massachusetts Avenue.

The citywide Center held its grand opening on October 31, 1995, with more than 600 visitors attending. The Mayor and City Councillors, City Manager and Department Heads, along with the Speaker of the House of

Representatives participated. The gala opening was a culmination of team support from Cambridge elected officials, the Department of Human Services Programs, the Friends of the Council on Aging, many local businesses, and of course Cambridge seniors themselves. By mid-November 1995 the new center was in full operation with numerous classes, special presentations and activities. Responding to the richness and needs of the diverse groups of Cambridge seniors, the COA continues to sponsor weekly groups for Haitian, Asian and Russian seniors. Also, outreach and planning has started with representatives of the Latino community for programming for Latino seniors.

During the first seven months of the Citywide Senior Center's operation, 845 class sessions were provided to participants and 14,079 meals were served. By the spring of 1996, all meals were cooked on-site at the full-service kitchen. The Senior Food Pantry, which operates twice weekly, provided 2,349 distributions of food over this seven month period.

The North Cambridge Senior Center marked an important date, its tenth anniversary of operation, in March 1996. A full week was set aside to celebrate, and to recognize the seniors and others who have contributed to the Center's success. Both Centers maintain active ties with their neighborhoods, in addition to reaching out to serve seniors from all parts of the City. Transportation to the citywide Center can be provided to individuals by cab rides, which the COA arranges in collaboration with Somerville-Cambridge Elder Services. Shuttle bus trips have started, transporting seniors from the city's many senior housing buildings and from other community pick-up sites.

Some programmatic highlights at the Centers include the computer classes, which have been some of the most sought-after offerings; the celebration of the Chinese New Year, hosted by the Asian Elder group but attended by many in a great multicultural celebration; a trip by more than 60 seniors to visit Cambridge legislators at the State House during May, 1996, as part of the celebration of May as Older Americans month; and a first annual Senior Talent Show, showcasing over 15 acts. Social Services include intake, information and referral, Serving Health Information Needs of Elders (SHINE) medical benefits counseling, substance abuse counseling for seniors, housing assistance, coordination of free eye exams through the Bright Eyes program, taxi voucher coupons and other discount programs, health and educational programs, shopping assistance and medical transportation have also been offered by the Centers. The Council works closely with the state Executive Office of Elder Affairs. During the year, the COA responded to over 21,250 general information requests from individuals who visit, call or write looking for resources and assistance. Through the monthly publication of the NEWSLINES newsletter, health articles, consumer protection tips, and calendars of current activities are provided. Over 4,000 copies of the newsletter are distributed each month.

Office of Workforce Development (OWD)

The Office of Workforce Development (OWD) is now in its second year as a division of the Department of

Human Service Programs. OWD continues to work towards its goal of enhancing workforce opportunities for residents of Cambridge, both youth and adults. During the past year, OWD has brought a host of new opportunities to residents, businesses, public schools and service providers. Accomplishments of the Office of Workforce Development and its youth arm, the Citywide Youth Employment Office (CYEO), over the past year are the following:

Business linkages - With guidance from its Business Advisory Committee, OWD works to unite the business community, schools, city government, service providers and community-based organizations to enhance workforce development in Cambridge.

- The 6th annual Summer Jobs Campaign, held at the Charles Hotel in April 1996, proved successful, with over 200 jobs pledged, \$8,000 raised, and 130 businesses in attendance. This year's speaker, Gordon Quinn, Exec. Producer of the documentary Hoop Dreams, contributed his time to the City.
- As the lead coordinator of the Financial Services Internship Program involving six financial institutions and the Cambridge Rindge and Latin School (CRLS), OWD completed a first successful year. For 1996-97, commitments have been secured from four additional financial institutions, allowing the pilot program to grow from 8 to 12 students and to include a growing network of industry partners.
- OWD negotiated with Forest City Development to set the groundwork for the hiring of Cambridge residents in the construction and operation of University Park. OWD worked in collaboration with Forest City to recruit Cambridge residents into the Union apprenticeship programs and to assist Forest City tenants in accessing resources.
- In collaboration with the Community Development Department, OWD began the implementation of a First Source Hiring Agreement with Hybridon, scheduled to arrive in Cambridge in December of 1996.
- As part of OWD's marketing efforts to businesses, workforce development resources are now listed on the Internet, resulting as well in increased communication with other US municipalities and resources. For 1996-97, brochure development is underway for the office, as well as its specific initiatives in the areas of school-to-career programming and summer jobs recruitment.

Program Planning - As a regular part of the Office's mission, OWD leads planning and development efforts for employment and training initiatives in the City of Cambridge.

- OWD received the 1996 International City/County Management Association (ICMA) Program Excellence Award for Collaborative Children and Youth Initiatives, for OWD's role in coordinating and spearheading the local Career Pathways Initiative (CPI). CPI is a sequenced set of school, community and work-based

learning experiences designed to promote the academic development and career preparation of Cambridge's young people. CPI is a broad-based alliance, including the Rindge School of Technical Arts, local community-based and higher education institutions, and industry partners.

- The Cambridge/Bunker Hill partnership completed a first successful year, serving over 120 residents in a range of academic and vocational training courses, designed in collaboration with community partners. As a result, the Cambridge School Committee voted unanimously to provide BHCC with classroom space at no cost for the 1996-97 academic year. BHCC also collaborated with CRLS to upgrade the IBM computer laboratory, improving services to youth and community college students simultaneously.
- As part of the local career pathways efforts, in conjunction with Just-A-Start and the Cambridge Housing Authority's Work Force, OWD helped shape an effort designed to reach CRLS graduates in area colleges, provide them with support to increase their retention at college, and train them to provide college-readiness workshops to high school juniors and seniors. These peer mentors also produced policy recommendations for the City and its schools to improve the transition from high school to college education.



These participants in the 1996 Mayor's Summer Youth Employment Program learned about video production through their work at CCTV. This year, the Mayor's Program was managed by a new partnership with the Office of Workforce Development.

- In a unique collaboration, OWD worked with the Mayor's Office in launching the 1996 Mayor's Summer Youth Employment Program, with the Mayor's Office responsible for intake, and OWD overseeing management and operations. Program activities included weekly job-readiness workshops, college tours and employment information. Documentation and evaluation of this summer begins in August of 1996.

- OWD played a leadership role on the Employment Resources, Inc. (ERI) Board to better represent the needs of Cambridge residents, assisting ERI in the transition from a Job Training Partnership Entity to a One-Stop Career Center.

Research - On an ongoing basis, OWD Conducts research to assess gaps in services. Past research has led to the creation of such programs as the City Links public sector internship program and the Youth Employment Center at CRLS.

- Over 250 adult residents completed surveys assessing their employment and training interests and experiences. The results (due out in Fall, 1996) will help OWD develop responsive employment and training policies, target citywide outreach efforts, and design and enhance programs in tandem with residents' needs.
- A task force of the Business Advisory and Career Pathways committees has designed and implemented the first round of a survey aimed at tracking youths' career paths beyond high school graduation, informing program design, and assessing the impact of Career Pathway models. The first round of students surveyed will be those participating in internship and youth employment programs, with follow-up planned every three to six months.

Grants/contract management - OWD manages a number of city-funded programs, providing oversight and financial management. OWD also raises funds and often serves to broker these outside monies between institutions and local agencies.

- OWD brought in \$60,000 to Cambridge in the 2nd year of the Metropolitan School to Work Partnership, linking Cambridge to seven other neighboring communities. Activities included: staff development for teachers and community agencies; increased links to post-secondary institutions; a model community/school collaborative in the area of medical sciences; and the development of descriptive and promotional materials for the project.
- OWD managed \$42,000 from ERI to provide direct training, case management, and work-based learning to students in Career Pathways programs, as well as linking summer jobs with year-round programming.
- As the coordinator of the Career Pathways Initiative, OWD assisted CCS in leveraging over \$40,000 from the Boston Foundation in support of direct services to Career Pathways interns and curriculum development efforts.
- Responsible for the oversight of the Cambridge Employment Program, OWD worked with the CEP Coordinator to increase job placement rates and turnaround time for client services. CEP enrolled 124 clients for job placement and referral services, and provided referrals for another 31 residents. At the close of the year, 55 clients had been matched in jobs and the remainder are still working with the program. CEP also

worked to promote its image through marketing in the community and articles in the local papers.

Coordination, information & referral - An integral and growing part of OWD's work involves providing residents with the resources to increase their employability through training and education programs.

- The Youth Employment Center (YEC), staffed collectively by OWD staff, youth employment programs and community partners, acts as a clearinghouse of information and referral services for summer and school-year jobs, internships and educational programs. This year the Center served approximately 450 students. Applications for citywide programs are available at this one-stop Center, as well as staff to assist in the application process.
- In a new collaboration, CYEO worked with students from the CRLS Work-Study program and the TeenWork program of Just-A-Start, using job-readiness curriculum developed by YEC partners and CYEO. Private sector job leads were referred to youth participating in the workshop, and the YEC provided a school-wide jobs board to inform students of part-time opportunities. Students were screened and trained by CYEO before receiving job matching services. Over 70 students participated in the weekly workshops, including resume writing assistance, and more than 50 received job-matching services from CYEO.
- The CYEO Direct Service Committee created a task force to revamp the CRLS Work-Study Program. The task force made recommendations to the RSTA Director on curriculum and structural innovations for students participating in the 1996-97 Work-Study program.
- CYEO worked closely with the Cambridge Youth Program to design staff trainings focused on employment readiness, information and referral; the trainings provided workshop materials and curriculum topics for staff to present to youth, and were attended by representatives from all Youth Centers.
- In an effort to share resources in Cambridge, OWD has coordinated the Shared Job Development Consortium begun in July of 1995. Consortium members have successfully exchanged over 250 job leads and effectively placed job-seekers with a diversity of skill levels in meaningful full-time employment positions.
- Over 1,000 copies of *CambridgeWorks*, OWD's directory of education, employment and training programs for adult residents have been distributed. Residents and local organizations have found the directory useful since it centralizes the various training entities and educational opportunities within the City of Cambridge into one main source.
- Convening the Adult Employment Planning Committee which has promoted the advancement of the Bunker Hill Community College partnership with the City of Cambridge, the jobs consortium, the adult employment

directory, and the dissemination of information about the One-Stop Career Center Initiative, the welfare block grant system, and results of locally sponsored research.

- OWD published and disseminated citywide its youth directories (available in 3 languages) and summer jobs information packets. Youth resource guides on employment and internship opportunities were distributed to 500 MSYEP participants.
- In an effort to help prepare unemployed and under-employed persons to successfully enter the workforce, OWD has developed a job-readiness curriculum and has provided workshops to area residents at local events such as "Hoops for Health" and at agencies such as CEOC and The Massachusetts Department of Employment & Training. The curriculum includes such topics as interviewing skills, job retention, and resume writing.

Recreation

The Recreation Division is responsible for the development, implementation and supervision of year round city-wide and neighborhood recreation programs and facilities. The Recreation staff also coordinate all permits for youth and adult programs and responds to requests for the use of municipal recreational facilities. During the past year, the Division issued over 2000 permits. Staff are responsible for the coordination of schedules and overall supervision of league play for the adult leagues. This year, the Recreation Division participated in the planning and design of capital improvements to Fletcher School playground, Sennott Park tot lot, Harvard Street tot lot and Russell Field. The division was also involved with the Open Space Planning Committee comprised of representatives from Human Services, Community Development, Public Works, the City Manager's Office, and the Traffic and Water Departments. The Committee has worked on a number of projects this past year including a comprehensive inventory of all Cambridge Open Space, establishment of design guidelines, and the revamping of the City's permit system for open space. In addition, the Committee developed and submitted the Massachusetts Open Space and Recreation Five Year Plan in order to qualify for continued state capital funding for open space projects.

The Youth League Advisory Committee was enlarged this past year to include representatives from the public and private high schools to insure fair and equitable use of City fields and to improve communication among all youth league providers. In addition, the Division also participated in the development of the Cambridge Girls Softball League for youth age nine to fourteen and co-sponsored the Second Annual Junior Girls AAU Softball Tournament and the Second Annual Collegiate Women's Softball Tournament at Danehy Park and St. Peter's Fields. The Division also coordinated the Tenth Annual City of Cambridge Road Race benefitting Community Schools and Youth Centers. The Race attracted 400 runners and generated \$18,000 in corporate and individual donations.

The summer program provides 30 full-time recreation leaders and a full time supervisor to offer programming based at neighborhood playgrounds. Activities this

year included: participation in the planning and supervision of the annual summer family and children's concert series at six playground sites; for the fourth year, assisted in the Massachusetts Bay State Games held in Cambridge; and joint sponsorship of the Tenth Annual City-Wide Youth Games. The Summer Food Service Program was expanded this past year to include eight drop-in sites located at various neighborhood playgrounds and outdoor pool sites. The Gold Star Pool is open seven days a week for seven weeks during the summer. This year there was a continued expansion of services in order to provide swimming lessons and activities for various City and non-profit agencies.

The War Memorial Pool and Fieldhouse offers a variety of swimming and recreational opportunities to Cambridge youth and families. The facility is open daily, evenings and weekends except during the summer months when it is not open on weekends. Activities at the War Memorial for youth include tennis, karate, gymnastics and dance, and are scheduled after-school and on weekends. Adult activities, which are held in the evening and on weekends, include dance, aerobics, exercise and tennis. All classes and activities are funded entirely by user fees. The development of the mail-in registration format and the computerized enrollment procedures has resulted in full levels in all classes scheduled. The City completed the first phase of a comprehensive capital improvement program to the facility which resulted in the upgrading of all major pool systems and improvements including new deck tiles and complete interior painting. In addition, the Division has also worked with the School Department in the development of comprehensive management plan of the entire War Memorial Facility.

The Special Needs Program provides year-round recreational programming for special needs participants ranging from pre-school to young adults. The Recreation Division is working with the School Department in the establishment of an after school Unified Sports Program at the Kennedy, King and Morse Schools. This program, which is funded completely by the Massachusetts Special Olympics, integrates special needs children with other athletes from the schools in various activities such as floor hockey, softball, volleyball and soccer. Six athletes from the Saturday program were selected to represent Massachusetts in the International Special Olympics held in New Haven, Connecticut this past summer.

Mayor Thomas W. Danehy Park, located on the former landfill site in North Cambridge, was designed with the idea of allowing for both passive and active recreational use. With the addition of five acres of open space through the renovations to St. Peter's Field and Roethlisberger Park, this total fifty-five acre site has become the main setting for a variety of athletic, multi-cultural events and programs. This year, the Park hosted events including the Bay State Little League Tournament, the Second Annual Fitzmaurice Memorial Softball Tournament, the Second annual AAU High School Girls Softball Tournament and the Second annual Eastern Massachusetts Women's Collegiate Athletics Softball Tournament, the first annual Ethiopian Community Fair and an expanded family and children's concert series in conjunction with the Cambridge Arts Council. In addition, the adjacent St. Peter's Field was the main setting for the high school, Babe Ruth and senior Babe Ruth baseball leagues. Major capital improve-

ments were also completed this year including total renovation of soccer field number one.

The Thomas P. O'Neill, R./Fresh Pond Golf Course, the City of Cambridge's Municipal Golf Course at Fresh Pond, is in operation from early April through early December, is fully funded by fees and memberships and provides recreation for men and women of all ages. This past year, the golf course continued to make significant changes to its operation and management and to the physical conditions of the course. A Golf Course Access Committee, comprised of Cambridge residents and representing all levels of membership, was created to study current policies and procedures and to make recommendations for improved access. In addition, a capital program was continued on the course resulting in significant improvements to all bunkers and traps. The golf course hosted a United States Public Links Ladies Qualifying Tournament in addition to hosting a variety of charitable tournaments including the Cambridge Rindge and Latin Alumni Scholarship Tournament, the City of Cambridge/Harvard Real Estate Tournament to benefit the Fund to House the Homeless, and the ninth annual City Tournament to benefit the Cambridge Hospital Breast Cancer Research Fund.

Veterans' Services

The Commonwealth of Massachusetts has the most comprehensive system of assistance for veterans of any state in the nation. This benefits systems traces its roots back to 1636, when the Pilgrims of Plymouth Colony were at war with the Pequot Indians. Pilgrims passed a law which stated that disabled soldiers would be supported by the colony.

Today, the City of Cambridge's Department of Veterans' Services (DVS) serves as an advocate for all 9,045 veterans and their dependents. It advises clients as to the availability of services, benefits and entitlements. In addition, DVS also provides emergency financial assistance (MGL C. 115) to needy veterans and their dependents who have served honorably during wartime periods (\$104,479 in FY96). The cost of this benefit program is reimbursed to the City by the Commonwealth at the rate of \$.75 for every dollar expended. In FY96, the City received \$78,360 in reimbursements from the Commonwealth.

The Department processed over 495 applications for Federal Veterans' Affairs claims for disability and death benefits, burial plots and grave markers, and life insurance benefits.

In addition, the department assisted pensioners with their annual Veterans's Affairs financial Eligibility Verification Reports (EVR's) and applications for Property Tax Exemptions.

Cambridge veterans and their dependents also received \$7,299,667 in Federal monies for VA pensions and compensations.

The Department in conjunction with the Cambridge Veterans' Organization (CVO), coordinated public celebrations on Patriots', Memorial and Veterans' Days. For Memorial Day, over 6000 flags were placed, by DVS,

volunteers and family members on the graves of veterans interred in Cambridge Cemeteries. The costs for decorating veterans' graves continues to increase as a result of our aging veterans' increasing mortality. In addition, DVS staged one of the largest Memorial Day Parades in city history, involving many new community youth organizations.

The Department actively participated in many other community initiatives such as, the dedication of streets, squares and parks in commemoration of our war dead.

In FY96 the Department automated its office activities. Working in conjunction with other city departments, DVS implemented a veterans' case management methodology to better serve the rehabilitation needs of our veterans and their families.

Other significant accomplishments include:

- Reduced departmental expenditures by 24% (\$88,061), these savings were realized by:
 - 1) Reducing Chapter 115 expenditures by aggressively accessing federal benefits, pursuing third party reimbursements and implementing a case management methodology for clients; and
 - 2) Through attrition, reducing office staff 25% without a reduction in productivity nor a decrease in service delivery.
- Participated in two (2) cable television programs designed to increase public awareness about veterans benefits and services.
- Established and debuted a Cambridge Veterans' Organization Color/Honor Guard for ceremonial events.



1995 Veterans' Day ceremony, commemorating the 50th anniversary of the end of World War II and honoring the 419 Cambridge men who died in the war. Members of the Cambridge Veterans' Organization pay homage at the World War II monument located in Cambridge Cemetery.

Commission on the Status of Women

The Cambridge Commission on the Status of Women was established in October, 1977 by the Cambridge City Council as a department of city government. In February, 1978, 20 women were appointed by the City Manager to "act as a centralizing force in the City of Cambridge and the community to deal with all women's issues ... (and) to take such action as the Commission considers appropriate to ensure the equal status of women of every race, creed and color, national origin, age and sexual preference."

The Women's Commission was further required by the City Council to:

- design and implement programs that promote equality for women in the city;
- develop and recommend policy to and coordinate activities of all department, divisions and agencies of the City on issues affecting women; and
- initiate and monitor legislation which promote equal status of women on City, State and Federal levels.

In fulfillment of these roles and responsibilities, the Women's Commission has allocated its resources to the following priorities and projects:

WOMEN'S SAFETY

1. Domestic Violence

"The City as a Domestic Violence-Free Zone" is a comprehensive planning process to engage all municipal resources as partners with the movements to stop violence against women in the city of Cambridge. Following the passage of a City Council resolution in March 1994, the Women's Commission joined with the city's Violence Prevention Coordinator to develop a long-range program. This program was initiated by a Domestic Violence Summit which brought together 50 women and men whose activism and program development over 30 years brought this issue to the City's attention. The Summit and its 100-page document summary asked the question, "What is the role of government when home is not safe?" The City Manager and the Health Commissioner convened a meeting with all major department heads in 1996 to initiate an assessment of current and future city resources. As a result the City, in partnership with all community-based groups working on this issue, will study the prevalence of domestic violence, the adequacy of current response mechanisms, the need for collaborations and increased resources and new options for engaging the entire community to end the epidemic.

Sixty-five signs declaring the City's intention to uphold the laws against domestic abuse have been placed near all major public facilities, such as schools, libraries, health centers and transportation points.

The City's Domestic Violence-Free Zone docu-

ment and plan have been posted on the Worldwide Web as part of the City's Home Page. It has received attention from all over the United States, as well as from Australia, England and Canada.

"Operation Safe Home" is a collaborative program with the City's Police Department which has received its fourth year of funding from the Federal Bureau of Justice Assistance. It is a concerted effort to develop and implement a coordinated, integrated citywide response to domestic violence. The Women's Commission played a key role in developing a successful federal funding proposal to link the Community Oriented Policing Program with the City's Neighborhood Health Centers and the Legal Services Program. The goal is to develop early detection by medical providers and effective referrals for service to victims of domestic violence.

The Domestic Violence Task Force is a four-year-old network of more than twenty local agencies and organizations, coordinated and staffed by the Women's Commission. The Task Force meets monthly to solve problems, improve communication and increase services related to domestic violence.

2. Sexual Assault

"Cambridge After Hours" was initiated by the Women's Commission to address safety issues for women leaving bars and nightclubs at closing time. The project became a collaboration among the city's License Commission, Community-Oriented Policing Leadership Council and the Central Square Neighborhood Association. It will be pilot tested and evaluated in Central Square; thereafter it will be citywide. All participating establishments feature posters, buttons worn by waitstaff, and cocktail napkins with a unified logo that emphasize respectful behavior and community responsibility for individuals' safety. Clubs were asked to make "Last call" announcements emphasizing the theme, and club managers will greet patrons on the sidewalks as they leave. The coordinating committee is working on increasing police visibility on key walking routes and increased taxicab service at closing time.

The Women's Commission responded to several assaults through a series of community meetings, personal safety training programs and efforts to increase lighting and other safety factors in the neighborhoods affected. The Commission is working with Cambridgeport neighborhood committee to plan a series of marches, and educational programs, as well as ongoing meetings with the police in the aftermath of two unsolved rape incidents during this past year.

Supported by the Women's Commission, local women formed the Cambridgeport Women's Safety Network to organize the neighborhood for pro-active safety measures and also to bring women together to inform the city of their needs. In 1996, the group introduced measures to the Cambridge City Council that would require landlords to provide increased protection, such as front and back porch lights, hallway lights, inside and outside deadbolts indoors, adequate window locks and guards. They have held a series of self-defense workshops and have met regularly with the police to maintain communication on neighborhood patrolling and on-going investigations.

3. Sexual Harassment

City Policy and Training. The Executive Director has participated in leading workshops for city employees on policies and procedures for identifying and dealing with sexual harassment. The Director provides confidential counseling for employees and members of the public who need assistance. Referrals are also provided as needed.

School Department Policy and Training. The Executive Director has coordinated and participated in a series of training workshops for teachers, administrators and students throughout the system on sexual harassment, dating violence and gender violence. In 1996, comprehensive guidelines for addressing and preventing sexual harassment were developed for the City's elementary schools.

WOMEN'S HEALTH

1. **Women's Health Day.** The Women's Commission presented its third annual Women's Health Day in May, 1996. The health day programs combined the energies and wisdom of traditional medical providers with those of masseuses, acupuncturists and holistic healers. Workshops in Spanish, Haitian Kreyol and Portuguese addressed breast health, talking to your provider, talking to your teenager about health and sexuality, osteoporosis and hormone replacement therapy, women and cancer and more. The 1996 event was held at the city's new Senior Center and featured new workshops that focused on aging and seniors' health issues. Over 200 women attended.

2. **Women's Health Task Force.** The Executive Director staffs this on-going Task Force of the Cambridge Health Policy Board. This Board monitors and recommends changes in women's health programs provided by The Cambridge Hospital. The Task Force lobbied for the position and selected the city's first Women's Health Initiative Coordinator. The broad focus of this role is developing interdisciplinary women's health care projects as well as a series of forums on cutting edge health issues for women of all ages. The initial focus is geared toward elderly and post-menopausal women. The Task Force worked with hospital midwives to create Greater Boston's first Birth Center in a rehabilitated Victorian home on the grounds of the Cambridge Hospital.

3. **Alliances with Health Advocates.** The Women's Commission joined with the Cambridge Hospital to introduce to local women's health advocates and providers the city's programs in women's health. These programs included Greater Boston's first Birth Center, the Breast Health Project, Midwifery and Primary Care services, Victims of Violence, Community Crisis Response Teams and the residency training programs which focus on women. The Commission will create on-going opportunities for dialogue among hospital providers and area women activists.

YOUNG WOMEN

The CRLS Young Women's Commission (YWC). The YWC completed its fourth full school year with more than 100 young women and a few young men planning and

attending programs. This group explored issues through film showings, student-led discussions and featured speakers.

Dating Violence and Substance Abuse. The Women's Commission and the Dating Violence Intervention Project received funding to create a special project, "The Night Before." A team of eight CRLS women students have begun to study possible linkages between substance abuse and violence in teen dating relationships, including sexual assault. The team will develop and implement a survey of peers on these issues and presented their findings in public meetings at the high school as well as through distribution of a poster and brochure.

Contraception and the CRLS Teen Health Center. The Executive Director worked on the committee of the Women's Health Task Force which recommended to the School Committee that contraceptive medications be available to students at the Teen Health Center. The project required extensive research of data and studies, outreach to students and parents and several presentations before elected officials. The recommendation was accepted. The Women's Commission intends to work with the hospital and school department to continue discussions about teen pregnancy, sex and health education and options for parents in these areas.

Working Group on Gender Issues and Sports. The Women's Commission worked with others to analyze the status of sports and physical education for girls in the city's elementary and high schools and began a process for public comment and recommendation. The Commission collaborated with Harvard biologist emerita, Dr. Rose Frisch, to develop a successfully funded program of physical activity for girls at the high school who might not ordinarily join a sports team to begin in the Fall of 1996.

ECONOMIC JUSTICE

The Women's Commission has been participating in a campaign to re-establish an Advisory Committee for the area office of the Department of Public Welfare. The organizing committee has established as a priority that at least 50% of members be current or recent welfare recipients.

The Commission is exploring the development of a series of self-help and empowerment workshops for recipients of welfare benefits. Working with local Legal Services attorneys, the Commission plans to match volunteer professional advocates with recipients to share skills and information needed to make maximum use of available benefits.

The Commission works closely with the Family Stabilization and Advocacy Program of the Cambridge Economic Opportunity Committee to develop support and empowerment programs for low-income women who utilize the city's food pantries.

Human Rights Commission

The Cambridge Human Rights Commission was created by Ordinance in 1985, and its jurisdiction was expanded in 1991 by the Fair Housing Ordinance. Since

that time, the Commission has worked to provide civil rights protection for the residents of Cambridge and for those seeking housing and services within the City.

In its work, the Commission is responsible for investigating complaints of discrimination in the areas of employment, housing, public accommodations, and city services. Complaints may be brought on the basis of sex, race, color, national origin or ancestry, religion or creed, sexual orientation, age, marital status, family status, disability, military status, and source of income.

The Commission both assists in informal resolutions of complaints which it receives by telephone, in writing, and in person, and conducts full investigations of formal complaints. A typical investigation involves requests for information, possible site visits, interviews, fact-finding conferences, testing, mediation, and conciliation. The Commission can also conduct public hearings. At the close of an investigation, the Commission issues a Final Investigative Report and can assess damages.

The Commission holds the largest work-sharing agreement with the Massachusetts Commission Against Discrimination, the state civil rights agency, under which the Commission investigates Cambridge cases received by the MCAD, and gets reimbursed for closure of those cases. The Commission is also the first New England local commission to be declared a substantially equivalent agency by the federal Housing and Urban Development Department (HUD) and to be referred all Cambridge fair housing cases received by that agency, for investigation and reimbursement.

Under the Ordinance, the Commission is mandated to assist the City Manager with all human and civil rights issues in Cambridge, and to ensure that the City and its departments carries out its business and delivery of services in a non-discriminatory manner. As such, the Commission regularly provides advice and training to city agencies to help them abide by their responsibilities under the law.

In addition to a full-time staff and work-study students, the Commission has an eleven member volunteer board who advise the Commission and who speak out on human and civil rights issues affecting Cambridge. Three new Commissioners were appointed by the City Manager during FY96.

ACCOMPLISHMENTS AND ACHIEVEMENTS

A. ENFORCEMENT

As the Commission has become increasingly known to the public through its outreach efforts, the number of complaints filed has continued to rise. Through the end of FY96, the Commission received 118 complaints, a rise of approximately 15% over FY95. During this same time period, the Commission closed 115 complaints, which includes complaints held over from FY95. Cases were filed in the following areas: employment - 85 cases; housing - 16 cases; and public accommodation - 2 cases.

The following is a breakdown of complaints filed:

	Employment	Housing	Public Accommodation	Total
Age	17			17
Disability	19	5		24
Family Status		2		2
Marital Status				0
National Origin	12		1	13
Race/Color	28	2	1	31
Retaliation	2			2
Religion	1			1
Sex	19	2		21
Sexual Harassment	7			7
Sexual Orientation	2			2
Source of Income		5		5
			TOTAL	125

Some complaints may have been filed for more than one basis, i.e. sex and race and color.

1. Fair Housing

Unlike other municipalities in the Commonwealth, the City of Cambridge remains the only city or town to hold a contract with the federal Department of Housing and Urban Development (HUD) through the Cambridge Human Rights Commission. Determined by HUD to be a substantially equivalent agency permits the Commission to directly receive fair housing complaints and to process them from investigation to conciliation, settlement, and completion. The Commission was once again able to thoroughly investigate and close all Title VIII cases within the time constraints set by HUD. In addition to investigating Title VIII complaints, the Commission has jurisdiction under its Fair Housing Ordinance to investigate cases involving source of income as well as under 4 units in a building. This allows Cambridge residents additional protection under the law. The Commission was able to increase its funding from HUD during FY96 permitting it to hire work-study students to develop a Fair Housing website, redraft the Fair Housing Brochure, to assist in Fair Housing investigations, and to begin the development of a Fair Housing testing program.

The Commission's Executive Director serves as the Chair of the City's Fair Housing Committee. Meeting throughout the year, the Committee focused on the effects of the demise of rent control. The Committee decided to increase its role during National Fair Housing Month as a way of providing information to tenants who may have been displaced and to reward those groups and individuals who have taken innovative steps to provide fair housing opportunities in the city. As a result of the efforts of the Commission and the Fair Housing Committee, fair housing materials were displayed at both the Central Square library and City Hall during the month of April, and a Human Rights Commissioner was present for much of the time answering questions. A Fair Housing Resource Directory was prepared for distribution to the public at City Hall and the public libraries. In order to further promote fair housing activities in the city, the Committee created the first "Innovations in Fair Housing" awards open to groups and individuals who, within the last two years, worked innovatively to promote fair housing in Cambridge. On

April 29, 1996, at an Awards Ceremony at City Hall, Just-A-Start Corp. and Homeowner's Rehab, Inc. were awarded the group award for their collaborative work in the development of the Hampshire Columbia Townhouses, Chad Lewis was awarded the individual award for his development of a soil project for Lead Safe Cambridge, and Juanita Saunders was given an Honorable Mention Award for her fight to preserve 808 Memorial Drive as a low-and moderate-income apartment complex.

2. Employment

The vast majority of discrimination complaints handled by the Commission are those involving employment discrimination. The Commission has jurisdiction over all employers, with six or more employees, based in the City of Cambridge. The Commission receives its complaints directly by telephone, letter or in-person visit, as well as by referral from the Massachusetts Commission Against Discrimination (MCAD), the state civil rights agency. Under its work-sharing agreement with the MCAD, the Commission is paid to investigate Cambridge employment cases received by MCAD. This arrangement permits Cambridge residents to have their case investigated in a timely manner in their community. The Commission remains the local human rights agency with the largest contract with MCAD. Based on its ability to investigate and close cases on an expedited basis, the Commission was able to negotiate an increase in its contract from 50 to 69 cases on a yearly basis. The Commission is regularly held out by MCAD as a model as to how a local human rights commission should function, and during FY96, trained many other local human rights commissions in how to conduct a civil rights investigation.

Students from Boston University School of Law provided over eleven hundred hours in the investigation and legal research required for the closure of employment discrimination cases utilizing funds specifically awarded to the Commission for that purpose by the Massachusetts Commission Against Discrimination.

B. CITY RESOURCES

Under the City Ordinance, the Commission is mandated to provide technical assistance and support services to the City Manager and City agencies in the area

of civil rights. Under that mandate, the Commission serves as a resource to city agencies to avoid charges of discrimination by being knowledgeable about the law. The Commission also serves as a resource to city workers who have questions about certain conduct within their agency. The Commission has the capability of facilitating problems without the necessity of formal complaints.

Throughout the years the Commission has worked with other city agencies in joint projects such as sexual harassment training and gender equity with the Women's Commission, curriculum development with the School Department, training with the Affirmative Action Office and affirmative action officers of agencies, and the Fair Housing Committee with the Community Development Department. It became obvious that there was duplication of efforts from agencies with similar goals. The Commission held a series of meetings to discuss how both city and private, non-profit agencies in the city could work together more effectively, and as a result of those meetings, the Cambridge Human Rights Coalition was formed. The first meeting was held on May 9, 1996, at which time first goals were set out: to provide information on the kinds of services and resources available from participating organizations; to provide moral and other support for member agencies; to institute collaborative efforts and joint programs; to advocate on behalf of shared goals; and to help network between different civil rights agencies and groups. The Coalition elected to first focus on the effects of the demise of rent control with the goal of developing a unified strategy to assist those tenants affected.

C. COMMUNITY OUTREACH

The Commission sponsored its Third Annual Fair Housing Poster and Essay contest for National Fair Housing Month. This year's theme was "Fair Housing Builds Dreams." Working closely with the Cambridge School Department and social studies and language arts coordinators, the Commission developed a curriculum for Cambridge students in grades 6 through 8 promoting fair housing and anti-discrimination. The Commission's Executive Director and Investigator spent the month of April teaching the curriculum to Cambridge students. As result of the increased cooperation between the Commission and the schools, the participation of students in the contest doubled from approximately 200 in FY95 to over 400 in FY96. Thanks to the generosity of the Cambridge Banks Housing Association who provided specially designed tee shirts for all participants and US Savings Bonds to the top winners, and to Cambridge businesses who donated gift certificates to the honorable mention winners, all participants were rewarded for their efforts.

Working collaboratively with the Women's Commission and the Cambridge School Department, the Commission co-sponsored a program on Gender Equity held at Cambridge Rindge and Latin School. The Commission was also invited to attend a forum on Gender Equity sponsored by the School Committee and to participate on a continuing sub-committee which will tackle that issue during FY97.

Commission staff took part in the Cambridge Rindge and Latin School's Youth Empowerment Service Summit on June 5, 1996, providing a lively discussion with students on how the Commission operates and explaining

the laws under which it operates.

The Executive Director is an active member of the Massachusetts Association of Human Rights Commissions which provides a forum for networking on common issues, training for new agencies, and for planning joint programs. The Executive Director also serves on a sub-committee of the Department of Justice to combat prejudice and violence in Massachusetts communities through the development of a guide to educational programs throughout the Commonwealth.

The Commission provides training programs to Cambridge community groups and agencies, and works collaboratively with Cambridge fair housing organizations.

The Schools

The Cambridge Public School is a learning community made up of students, teachers, administrators and staff, in partnership with families and the community. We believe that all students can learn, and it is our responsibility to teach them and to help them achieve to their highest potential. As a learning community we recognize that we all learners - from administrators to teachers to students. We strive to support that learning in all we do.

The Cambridge Public Schools are also a vital part of the Cambridge Community. We seek to build upon the base we have already established, expanding partnerships with parents, community groups, the business community and other city agencies. Our schools cannot be isolated institutions, but must be critical to the quality of life in the Cambridge community.

The FY96 saw the Cambridge Public Schools continue its leadership and innovation in education. The year's work began, as it always does, before the actual school year starts, during the summer. Besides getting schools physically ready for opening in September, new teachers were hired in July and August, orientations held and staff prepared for the beginning of school. The Science Department ran two summer Science Institutes for teachers to learn hands-on techniques for teaching science in their classrooms, with many teachers giving up a portion of their vacations to return to school and update their skills.

Most importantly, the City and School Department opened our two newest schools - the Agassiz and the Haggerty - which had been totally rebuilt on their former sites. The Haggerty, at 110 Cushing St., was opened in September to a brand new facility which closely replicated the design of the old building, but with a difference. Eighteen classrooms, each equipped with at least three computers, a computer lab, a beautiful new top floor library, as well as music, art, gymnasium and community rooms, were important elements in the design. A roof top play area, sub-level upper grade playground and a stylish cafeteria provided students with the latest in educational and recreational facilities.

The Agassiz School, located at the corner of Sacramento and Oxford Streets, opened a \$10 million state of the art facility, in a five-story structure that along with its new elements, retained pieces of the old historic Agassiz structure, such as granite archways, ceiling beams in the

library and old oak doors.

Designed by Cambridge architect (and Agassiz parent) George Metzger, the new Agassiz houses 16 classrooms, each with seven computers, three special needs classrooms, two kindergarten classrooms, a dividable gym with a large stage, an expansive library and community rooms.

Both the Haggerty and the Agassiz were built with extensive community cooperation and input, including the ongoing involvement of the Committee of Agassiz in the 21st Century, the Haggerty Neighborhood Council, as well as the hard work of the City Manager and his staff.

The Cambridge community celebrated the opening of the new schools with festive dedications on October 21 and 22, 1995, where parents and families, School Department officials, School Committee and City Council members, students and teachers gathered for a series of activities and commemorations.



City Officials, School Department Administrators and Parents attend the Agassiz School Dedication - October, 1995.

The beginning of the 1995-96 school year also marked the start of a unique collaborative effort by the School Department and other City Departments to attack the problem's of children's health. The Cambridge Public Schools, Cambridge Hospital Community Health Network, the Department of Human Services and Harvard University joined in the first "Cambridge Leadership Forum for Student Health." More than 100 high level leaders - top administrators in their departments, principals and senior school department personnel - took part in an all-day forum held at Harvard's Faculty Club.

The effort drew upon data collected by the School Department's 1994 Student Health Survey which asked Cambridge Rindge and Latin School students to answer an extensive set of questions anonymously. Working groups were convened to discuss the data in the report and discover ways to connect resources, and suggest ways to deliver services and overcome problems. The effort will continue in coming years.

November saw the City and its schools honor its teachers with a Celebration of Teaching, held at City Hall.

Educators, citizens, City Council and School Committee members and school department officials came together for the celebration, which also featured remarks from Northeast Regional Representative of the US Department of Education, Jan Paschal. A highlight of the celebration was the premiere of a video by noted filmmaker and videographer Andrew Jones, which featured teachers and well-known Cantabrigians - from city officials to business people, local college presidents and politicians - speaking about teachers who helped mold their lives. The event kicked-off American Education Week; Cambridge later that week hosted a live video broadcast from Washington of a major address by the US Secretary of Education Richard Riley.

In December, the Cambridge Commission on the High School of the 21st Century issued a major report following a year of study. The report, "Contexts for Learning," envisioned what a high school should look like, physically and organizationally, to help students achieve and take their place in the workplace of the next century. The Commission was chaired by Mayor and School Committee Chairman Kenneth Reeves and Vice-Chair David Maher, and included membership from among city parents, teachers, businesses, universities and colleges, and community members.

The report provided a framework for the future, not only of Cambridge Rindge and Latin School, but any high school. Among its recommendations, the report advocated for high schools that are divided into small, discrete learning groupings; where students explore career pathways, mentoring, internships and community service; where teachers have flexible hours, planning and conference time, and work in teams; and where assessment is ongoing and even includes input from parents and other students.

The city elections brought new members to the School Committee. An inaugural and collation was held on January 1 to install the new School Committee. The members include: Alfred B. Fantini; Joseph G. Grassi; David P. Maher; Susana M. Segat; E. Denise Simmons; and Alice L. Turkel. Sheila Doyle Russell was elected Mayor and became Chair of the School Committee. E. Denise Simmons became Vice-Chair.

In February, 1996, the School Committee adopted a new Family Involvement Policy to strengthen the home-school connection. The new policy was developed by the Cambridge Parent Liaisons, following a year-long series of meetings, research and discussion.

The policy statement reads: "The Cambridge School System is committed to providing your children with a high quality education. This system realizes that families are their children's first teachers. As each of us desires and deserves respect for our family and cultural differences, we encourage each student, family member and educator to be sensitive to and respectful of human differences in the entire school community."

This policy also began a process to involve family liaisons, coordinators and parents more closely in grant-writing, professional development, outreach and curriculum development, and increased the role of liaisons as advocates for families. In connection with this effort, Cambridge became a pilot community for a major new grant on family involvement from the federal Department of

Education, collaborating with The Right Question Project, a private non-profit organization.

In an effort to broaden the budget process and try a new approach to identifying savings, the School Department began its budget deliberation process in February in a new way. Faced with the difficult task of closing a projected \$2.9 million shortfall, Superintendent Mary Lou McGrath convened more than 40 administrators - central administrators, principals, CRLS house masters and curriculum coordinators - to brainstorm ways to equitably allocate funds. The group met in the CRLS Library for a five-hour session, which included breaking into small groups to identify ways of saving money or generating income.

The suggestions from this meeting were then taken to each school, where school councils of parents, teachers and administrators went through a similar brainstorming process. Senior administrators then met again to refine the suggestions, and the ideas became the framework for the Superintendent's budget, submitted in March to the School Committee.

Following a series of hearings, the School Committee adopted a \$87.2 million budget, which included an Early Out Incentive Program to enable the department to reduce staff without laying off teachers.

Among the highlights of the Spring were the excellent performance of the CRLS Science Team, which won the New England Regional Science Bowl competition, and the powerhouse CRLS Chess Team, which again placed first in the state championships. On May 1st, Supreme Court Justice Stephen Breyer made a rare appearance to speak to Cambridge Rindge & Latin School students about the work of the Supreme Court.

The June graduation season saw an all-time high in scholarships and awards to CRLS seniors, with more than \$200,000 in scholarships - nearly double the amount given out in past years - awarded to nearly 100 students.

The annual Multicultural Showcase in June featured the innovative work of students, teachers and parents in designing curriculum for classroom work that increased the

understanding of diversity and multiculturalism in our schools.

The Library Power Showcase, sponsored by the Cambridge Partnership for Public Education, the organization of businesses and universities that collaborates to improve education in Cambridge, showed the range of exciting and creative work going on in our elementary schools in the library/media area.

Through a three-year, \$1.2 million grant obtained by the Partnership from the DeWitt Wallace Reader's Digest Fund, our school libraries have been transformed and updated. In fact, Cambridge, with its emphasis on turning libraries and librarians into "learning resources" that work in collaboration with classroom teachers and curriculum, played a major role in shifting the national DeWitt Wallace's Library Power program to advocate for a "Cambridge Model" across the country.

The Partnership, long an important player and supporter of the school system, kicked off its 10th anniversary with a major membership drive and a restructuring effort, working to be an even more effective partner in the future.

And finally, among many other honors during the year, Superintendent Mary Lou McGrath was selected to become a prestigious Annenberg Fellow of the Annenberg Institute for School Reform at Brown University. The Fellows Program is made up of a small, select group of superintendents from school, districts across the country who are seriously engaged in significant school reforms.

School enrollments dipped slightly in 1995-96, following a six-year increase. The student population fell from 8,291 in FY94-95, a decrease of 1.5%. Projections show that this trend may continue, particularly due to the start-up of a new charter school planned for September of 1996.

While future budgets will continue to present challenges, Cambridge's schools continue to be vibrant, diverse and innovative - a tribute to a vibrant, diverse and innovative city.

FISCAL YEAR 1996 - CAMBRIDGE FACTS ON FILE

GENERAL

Population: (Source: 1990 US Census Bureau)	95,802
Area (square miles):	6.26

POPULATION CHARACTERISTICS (Source: 1990 US Census Bureau)

	1980	1990
White	82.3%	75.3%
Black	10.9%	13.5%
Asian	3.8%	8.4%
Native American	0.2%	0.3%
Other	2.8%	2.5%
TOTAL	100%	100%
Hispanic Origin	4.8%	6.8%
<i>Persons of Hispanic origin may be of any race.</i>		

GOVERNMENT

Founded:	1630
Date of Incorporation as a City:	1846
Form of Government:	Council/Manager
Mayor:	Elected by the Council
No. of Councillors:	Nine

FINANCE

Adopted Budget:	\$317,800,335
Adopted School Budget:	\$ 85,404,980
Number of Full-time City Employees:	2,298
Number of School Full-time Employees:	1,235.9 FTE
Total Assessment:	\$7,010,030,307
Bonded Indebtedness:	\$80,567,165
Tax Rate - Residential:	13.32
Commercial:	34.89
Excise Rate:	\$25 per thousand

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
Block 1	0-40	\$1.53	\$3.22
Block 2	41-400	1.65	3.41
Block 3	401-2,000	1.75	3.67
Block 4	2001-10,000	1.87	3.95
Block 5	over 10,000	2.00	4.19

All general consumption and rates are measured in hundreds of cubic feet. The rates are per hundred cubic feet.

PUBLIC SCHOOL SYSTEM

Elementary Schools:	15
High Schools:	1
Number of Students:	8,168
Number of Full Time Teachers:	766.3 FTE
Cost Per Pupil: Regular Day Program	\$8,065 (Official FY93-94 D.O.E.)
All Day Programs	\$9,209 (Official FY93-94 D.O.E.)

STUDENT POPULATION

Elementary:	5 528
Secondary:	1 989
Ungraded:	651
TOTAL	8 168

COMPOSITION OF STUDENTS

	Elementary	Secondary
Non-Minority:	42.9%	39.00%
Minority:	57.1%	61.09%

HOUSING

Type of House	Average Value	# of Parcels
(one family)	\$345,288	3,510
(two family)	\$272,475	3,161
(three family)	\$254,567	1,649
Condominium	\$155,079	7,294
(Source: City of Cambridge as of 1/1/95)		

GENERAL INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 7/1/96)	28,701
Number of Parks:	70
Number of Recreation Youth Centers:	5
Number of Community Schools:	13
Number of Senior Citizen Centers:	2
Number of Golf Courses:	1

FOUR LONGEST STREETS

Massachusetts Avenue:	4 miles
Cambridge Street:	2 miles
Concord Avenue:	2 miles
Broadway:	1 mile
Miles of City Streets:	125 miles

INSTITUTIONS OF HIGHER LEARNING

Harvard/Radcliffe
 Massachusetts Institute of Technology
 Lesley College
 Cambridge College

THE TEN LARGEST EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Department: June, 1996)

RANK	NAME OF EMPLOYER	NATURE OF BUSINESS	NUMBERS OF 1996 EMPLOYEES
1.	Massachusetts Institute of Technology	Education	7,384
2.	Harvard University	Education	7,337
3.	City of Cambridge	Government	4,090
4.	Mt. Auburn Hospital	Medical	1,900
5.	Lotus Development Corporation/IBM	Computer Software	1,685
6.	Polaroid	Photo & Optic Equipment	1,500
7.	Federal Government	Government	1,466
8.	Bolt, Beranek & Newman	Research & Development	1,200
9.	Draper Labs	Research & Development	1,161
10.	Arthur D. Little	Management Consulting	1,152

DEPARTMENT HEADS

Affirmative Action:
William A. Gomes

Animal Commission:
Mark W. McCabe

Arts Council:
Pallas Lombardi

Assessing:
Sally Powers

Auditing:
James Lindstrom

Budget:
Louis DePasquale

Cable TV:
James Ares

City Clerk:
D. Margaret Drury

**Commission for Persons
with Disabilities:**
Michael Muehe

Community Development:
Susan Schlesinger

Conservation Commission:
Alexander J. Strysky

Election Commission:
Wayne Drugan
Artis B. Spears
Darleen G. Bonislowski
Lynne A. Molnar

Electrical:
George Fernandes

Emergency Communications:
George Fosque

Emergency Management:
David B. O'Connor

Executive:
Robert W. Healy
Richard C. Rossi

Fire:
Kevin Fitzgerald

Fiscal Affairs:
James P. Maloney, Jr.

Historical Commission:
Charles Sullivan

Human Rights Commission:
Margot Kosberg

Human Services:
Jill Herold

Inspectional Services:
Robert Bersani

Law:
Russell B. Higley
Donald Drisdell

Library:
Susan Flannery

License:
Benjamin Barnes

**Management Information
Systems:**
Valerie A. Roman

Peace Commission:
Cathy Hoffman

Personnel:
Michael P. Gardner

Police:
Ronnie Watson

**Police Review &
Advisory Board:**
Malvina Monteiro

Public Works:
Ralph Dunphy

Purchasing:
Gail Cohen

Retirement:
Anne Leduc

School:
Mary Lou McGrath

**Traffic, Parking &
Transportation:**
Susan E. Clippinger

Veterans' Benefits/Services:
Robert Stevens

Water:
Michael Nicoloro

Weights & Measures:
Francis Tobin

Women's Commission:
Nancy M. Ryan

Department Telephone Numbers

Department	Tel. No.	Department	Tel. No.
Affirmative Action	349-4332	Human Services	349-6200
Animal Commission	349-4376	Inspectional Services	349-6100
Arts Council	349-4380	Law	349-4121
Assessors	349-4343	Library	349-4040
Auditing	349-4240	License Commission	349-6140
Budget	349-4370	Management Information Systems	349-4140
Cable T.V.	349-4296	Mayor	349-4321
Cemetery	349-4889	Parking Violations	349-4705
City Clerk	349-4260	Peace Commission	349-4694
City Council	349-4280	Personnel	349-4332
Community Development	349-4600	Police	349-3300
Commission for Persons with Disabilities	349-4692	Police Review & Advisory Board	349-6155
Conservation Commission	349-4680	Printing	349-4206
Consumer Commission	349-6150	Public Works	349-4800
Council on Aging	349-6220	Purchasing	349-4310
Election Commission	349-4361	Recreation	349-6230
Electrical	349-4295	Retirement	349-4114
Emergency Management	498-1590	Revenue	349-4220
Emergency Communications	349-6911	School	349-6400
Environmental Program	349-4604	Traffic, Parking & Transportation	349-4700
Executive	349-4300	Treasury	349-4212
Fire	349-4900	Veterans' Services	349-4760
Historical Commission	349-4683	Water	349-4770
Human Rights Commission	349-4396	Weights & Measures	349-6133
		Women's Commission	349-4697

CREDITS

Layout and Mechanical

Paper
Cover
Printing
Composition
Cover Photo
Inside Photos

Accuforms, Inc.

70 Pounds
60 Pounds

Accuforms, Inc.

Annual Report Compiled by the Budget Office

Roger Boothe
Gerri Enberg
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Edward Fowler
Linda Haas
David B. O'Conner
Don West
Jing Wu
Macclone Studio
